



APPLIES TO ACADEMIC YEAR 2013/2014

## MAN 2119/2120/2282/2283 Change Management

### Programme

Final Master of Management Program, Master of Management Program

### Responsible for the course

Bjørn Hennestad, Øivind Revang

### Department

Department of Leadership and Organizational Behaviour

### Term

According to study plan

### ECTS Credits

30

### Language of instruction

Norwegian

### Introduction

### Learning outcome

### Prerequisites

Bachelor degree or equivalent and 4 years work experience. Please confirm our Student regulations.

### Compulsory reading

#### Books:

2011. HBR's 10 must read : on change. Harvard Business Review Press  
Bolman, Lee G. og Terrence E. Deal. 2009. Nytt perspektiv på organisasjon og ledelse : strukturer, sosiale relasjoner, politikk og symboler. 4. utg. Gyldendal akademisk  
Fullan, Michael. 2011. Change leader : learning to do what matters most. Jossey Bass  
Hennestad, Bjørn W., Øivind Revang og Fred Strønen. 2012. Endringsledelse og ledelsesendring. 2. utg. Universitetsforlaget  
Krokan, Arne. 2010. Den digitale økonomien : om digitale tjenester, forretningsutvikling og forretningsmodeller i det digitale nettsamfunnet. Cappelen akademisk forlag  
Newell, Sue ... [et al.]. 2009. Managing knowledge work and innovation. 2nd ed. Palgrave Macmillan  
Pfeffer, Jeffrey, Robert I. Sutton. 2000. The knowing-doing gap : how smart companies turn knowledge into action. Harvard Business School Press. 263 s.  
Spector, Bert. 2012. Implementing organizational change : theory into practice. 3rd ed. Pearson

#### Articles:

Ariely, Dan, Uri Gneezy, Georg Loewenstein and Nina Mazar. 2009. Large Stakes and Big Mistakes. Review of economic studies. No 76. 451-469  
Beer, M and Eisenstat. 2000. The Silent killer of Strategy Implementation and Learning. Sloan Management Review. 41 (4). p. 29-40  
Beer, M and Nohria. 2000. Cracking the code of change. Harvard Business Review. june-july. p. 131-141  
Beer, M. 2003. Why Total Quality Management Programs Do Not Persist. Decision Sciences. 34 (4). p. 623-42  
Brown, John S. and Paul Duguid. 2001. Knowledge and Organization : A Social -Practice Perspective. Organization Science. 12 (2). s. 198-213  
Burnes, B. 2004. Emergent and planned change - competitors or allies. International Journal of Operations & Production Management. 24 (9). p. 886-902  
Burnes, B. 2004. Kurt Lewin and the Planned Approach to Change : A Re-appraisal. Journal of Management  
Børjesson, S. and F. Dahlsten. 2004. Management action in developing market orientation: a report from customer knowledge project at Volvo Cars. Decision Sciences. 4 (2), June. p. 141-154  
Dahle, Yngve, Patrick Verde og Sjur Dagestad. 2010. Hva er en forretningsmodell?. I: Dahle, Yngve, Patrick Verde, Sjur Dagestad : Vekstbedriften : fra innovasjon til lønnsom drift. Universitetsforlaget. s 57-59  
Eisenbach, R., K. Watson and R. Pillai. 1999. Transformational leadership in the context of organizational change. Journal of Organizational Change. 12 (2). p.80-88

- Gouillart, F. J. and F.D. Sturdivant. 1994. Spend a day in the life of your customers. *Harvard Business Review*. 72 (1) Jan/Feb. p. 116-125
- Hennestad, Bjørn W. 1998. Empowering by de-depowering: towards a HR strategy for realizing the power of empowerment. *The International Journal of Human Resource Management*. 9 (5). p. 934-953
- Hennestad, Bjørn W. 1999. Infusing the organisation with customer knowledge. *Scandinavian Journal of Management*. 15 (1). p. 17-41
- Hennestad, Bjørn W. 2002. Implementing Participative Management. *The Journal of applied behavioral science*. 36 (3). p. 314-335
- Hennestad, Bjørn W. 2004. Kan bedriftskultur ledes. *Magma*. Juni
- Hennestad, B.W. 2009. Dobbeltbindingsledelse og den schizofrene organisasjon. *Magma*. 12 (9). s. 35-43
- Higgins, J.M. and C. McCallister. 2004. If You Want Strategic Change, Don't Forget to Change Your Cultural Artifacts. *Journal of Change Management*. 4 (1). p. 63-73
- Lervik, J.E, B. Hennestad, R.P. Amdam, R. Lunnan and S. Nilsen. 2005. Implementing human resource development best practices - replication or re-creation?. *Human Resource Development International*. 8 (3)
- Løwendahl, Bente and Ø. Revang. 1998. Challenges to Existing Strategy Theory in a Post Industrial Society. *Strategic Management Journal*. 19 (8) August. p. 755-773
- Løwendahl, Bente and Ø. Revang. 2000. On Strategic Assets in a Post-Industrial World: Matching Customers and Competence Through Organizational Forms. *Global Focus*. no.3 or 4
- Løwendahl, Bente and Ø. Revang. 2004. Achieving results in an after modern context : thoughts on the role of strategizing and organization. *European Management Review*. 1 (1). p. 49-54
- Løwendahl, Bente R., Ø. Revang and S.Fostenløkken. 2001. Knowledge and Value Creation in Professional Service Firms : a Framework for Understanding and Analysis. *Human Relations. Special Issue on Knowledge Management in Professional Service Firms*
- Marshak, R. 2002. Changing the language of change. *Strategic Change*. 11. p. 279-286
- Palmer, I.P and R. Dunford. 2008. Organizational Change and the Importance of Embedded Assumptions. *British journal of management*. 19. p. 20-32
- Pardo del Val, M. and C.M. Fuentes. 2003. Resistance to Change : a literature review and empirical study. *Management Decision*. 41 (2). s. 148-155
- Prahalad, C. K. and G. Hamel. 1990. The Core Competence of the Corporation. *Harvard Business Review*. 68 (3). p. 79-97
- Vargo, Stephen L., Robert F. Lush. 2004. Evolving to a New Dominant Logic for Marketing. *Journal of Marketing*. 68 (1). s 1-26
- Verde, Patrick, Yngve Dahle og Sjur Dagestad. 2010. Nye muligheter for skalerbarhet skaper grunnlag for nye vekststrategier. *Praktisk økonomi og finans*. nr 4

### **Recommended reading**

#### **Books:**

- Hatch, Mary Jo. 2012. *Organization theory : modern, symbolic, and postmodern perspectives*. 3rd ed. Oxford University Press
- Heckscher, Charles and Anne Donnellon, eds. 1994. *The Post-bureaucratic organization : new perspectives on organizational change*. Sage
- Hickman, Gill Robinson, ed. 2010. *Leading organizations : perspectives for a new era*. 2nd ed. Sage
- Morgan, Gareth. 2006. *Images of organization*. Updated ed. Sage
- Scott, W. Richard. 2008. *Institutions and organizations : ideas and interests*. 3rd ed. Sage Publications
- Weick, Karl E. 1995. *Sensemaking in organizations*. Sage

#### **Articles:**

- Løwendahl, Bente R. og Ø.Revang. 1999. Strategi i en Postindustriell virkelighet : noen utfordringer og implikasjoner. I: Friedman, Ken og Johan Olaisen, red, *Underveis til fremtiden : kunnskapsledelse i teori og praksis*. Fagbokforlaget. Kap 6, s. 104-125
- March, James G. 1991. Exploration and Exploitation in Organizational Learning. *Organizational Science*. 2 (1). p. 71-87

### **Course outline**

#### **Computer-based tools**

None.

#### **Learning process and workload**

The programme is conducted through five course modules, a total of 150 lecturing hours.

Project tutorials differ in each Master of Management program. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials. The total hours of tutorials offered is estimated to two hours pr. students following an ordinary Master of Management program. For students taking the program as their final Master of Management program the tutorials offered are estimated to a total of six hours.

**Examination**

The students are evaluated through a term paper, counting for 18 credit hours and an individual written exam, counting for 12 credit hours. Both evaluations must be passed to obtain a certificate for the program. The term paper may be written individually or in groups of maximum three persons.

For students taking this program as the final Master of Management Program the following applies:

The students are evaluated through a term paper, counting for 24 credit hours and an individual written exam, counting for 6 credit hours. The term paper may be written individually or in groups of maximum two persons. Both evaluations must be passed to obtain a certificate for the program.

**Examination code(s)**

MAN21191 - term paper; 18 credits; counts for 100 % to pass the program MAN 2119.

MAN 21201 - written exam; 12 credits; counts for 100 % to pass the program MAN 2120.

Both evaluations must be passed to obtain a certificate for the program.

For students taking this program as the final Master of Management Program the following applies:

MAN 22821 - term paper; 24 credits; counts for 100 % to pass the program MAN 2282.

MAN 22831 - individual written exam; 6 credits; counts for 100 % to pass the program MAN 2283.

Both evaluations must be passed to obtain a certificate for the program.

**Examination support materials**

Legislation.

**Re-sit examination**

At the next ordinary exam.

**Additional information**