ME2081 Organizational Change - Leading Processes of Strategic and Technological Transformation 6.0 credits

Organisationsutveckling - att leda strategisk och teknologisk förändring

This is a translation of the Swedish, legally binding, course syllabus.

Establishment

Course syllabus for ME2081 valid from Spring 2014

Grading scale

A, B, C, D, E, FX, F

Education cycle

Second cycle

Main field of study

Industrial Management

Specific prerequisites

Industrial Economics - Basic Course.
And an additional 30 credits in the subject of Industrial Economics and Management

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Language of instruction

The language of instruction is specified in the course offering information in the course catalogue.

Intended learning outcomes

The goal is that after the course you will be able to:

- Analyze and describe the differences and similarities between: changes aimed at developing the organization's culture and inherent abilities, changes that occur e.g. in mergers and acquisitions, and changes as concept-driven (e.g. Lean Production, TQM and Learning organization)

- Describe a number of existing changing concepts such as Lean Production, Total Quality Management, Balanced Score Card, and the Learning Organization

- Describe different change strategies such as continuous improvement, radical change, top down / bottom up as well as E / O models of change

- Explain the importance of leadership in different types of change

- Describe how technology such as IT affects and can be used as a tool for change

- Describe how technology changes in an organization gives impetus to various changes emanate from experiences with new technology

- Describe the role of external consultants in different types of change

- Put yourself in a strategic change situation, analyze it based on gathered empirical data and relate to relevant theory, come up with alternative proposals for change as well as a credible presentation of your recommendations.

Course contents

Course content is structured in relation to the main course books different themes in organizational theory and change management. The lectures are followed by practical exercises giving students an experience-based learning related to course themes. Experience of exercises, readings, lectures and seminars is the basis for the students' own study of how companies organize and manage a reorganization of its business. In the course, advantages and disadvantages with different types of strategies for organizational development is presented, discussed and analyzed. The course offers a comparison of several companies' experiences of organizational change and change management.

- Project 1. To the group of three undertake a study and analyze a change process in a company through interviews, company data, etc.

- Produce a written report of the investigation, based on empirical data and related to theory in the field of organizational change and change management. Provide feedback to the investigated company. Present the report at a seminar for examination.

- Project 2. Write an individual "learning paper". An individual task to reflect on your own change management potential based on the course exercises but also based on previous experience of change management.

- Active participation in seminars and exercises where the focus is on dialogue and an inquiring approach in the interaction with other students.

Disposition

The course is based on a series of lectures alternating with exercises linked to the lectures. Additional knowledge contribution is given by guest speakers. Furthermore seminars and workshops will be arranged, as a deepening in certain areas. The course is interactive in nature and is based on the participants' reflections and feedback processes of knowledge elements developed and produced during the course time.

Course literature

Beer, M. and Nohira, N. (eds) 2000. Breaking the Code of Change. Harvard Business School Press. Boston. Massachusetts

Ekman, M. Gustavsen, B., Asheim, B. and Pålshaugen , Ö. 2011. Learning Regional innovation. Scandinavian Models. Palgrave Macmillan.

Lundgren, K. Draken I tiden. IT-nationen Sverige. SNS förlag. (utdelat material) / Lundgren, K. Dragon in time. IT nation Sweden. SNS publishers. (Handout)

Artiklar valda av respektive projektgrupp. / Articles selected by each project team.

Examination

- PRO2 - Project 2, 1.0 credits, grading scale: P, F
- PRO1 - Project 1, 5.0 credits, grading scale: A, B, C, D, E, FX, F

Based on recommendation from KTH's coordinator for disabilities, the examiner will decide how to adapt an examination for students with documented disability.

The examiner may apply another examination format when re-examining individual students.

If the course is discontinued, students may request to be examined during the following two academic years.

Other requirements for final grade

Active participation in seminars, workshops and exercises.
Written submission and presentation of project task 1.
Written submission of project task 2.

Ethical approach

- All members of a group are responsible for the group's work.

- In any assessment, every student shall honestly disclose any help received and sources used.
- In an oral assessment, every student shall be able to present and answer questions about the entire assignment and solution.