



# ME2311 Leadership and Organizational Change 6.0 credits

Ledarskap och industriellt förändringsarbete

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

## Establishment

Course syllabus for ME2311 valid from Autumn 2016

## Grading scale

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

## Education cycle

Second cycle

## Main field of study

Industrial Management

## Specific prerequisites

The courses ME1306 and ME1308 must be accomplished.

## Language of instruction

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

# Intended learning outcomes

On completion of the course, the students should be able to:

- Account for dominating perspectives within leadership research and the development of the research field
- Explain chosen theories in relation to leadership at different organisational levels, both orally and in writing.
- Account for dominating perspectives within research about industrial organisational change and the development of the research field
- Account for and be able to analyse how technological changes in an industrial organisation give impulses to different changes
- Critically analyse changes within industrial and technology intensive operations from a system perspective
- Analyse and describe differences and similarities between: changes that aim at developing the organisation's inherent culture and abilities, changes that arise for example at mergers & acquisitions, and changes such as concept driven changes (for example Lean and Total Quality Management).
- Describe different change strategies such as continuous improvements, radical changes, incremental changes and top down/bottom up, and account for the importance of the leadership at various types of changes
- Apply selected leadership theories in written analysis of fictitious or real cases within industrial and technology intensive industrial organisations
- Apply basic methods in communication, such as constructive feedback, active listening and appreciative inquiry
- Formulate a problem with theoretical as well as practical relevance within the areas of leadership and organisational change
- Show awareness of ethical and sustainability aspects, including gender equality and diversity, of how knowledge of leadership and organisational change are applied

## Course contents

After this course students will be prepared for management and leadership for change in industrial and technology intensive organisations. In working life, engineers are continuously involved in and responsible for work task to change and develop the industrial company's activities and often take on the role as project manager with responsibility for coordination of people, or even formal responsibility for employees as a manager.

In order to create an efficient and successful interplay between technology and organization, it is vital that the engineering work, in addition to a profound technical and industry expertise, is characterized by competent leadership. The purpose is to establish the conditions for an effective collaboration between people and a forward-looking competence provisioning - all important strategic challenges for industrial organizations' development and competitiveness. Leaders and managers also has a strong responsibility to use its powers in a reflexive and ethically conscious way - which means managing and integrating areas concerning gender equality, diversity and sustainability of the operations.

As a master of science on technology, the job is in practice often to drive both incremental and radical change, both in the context of ongoing industrial activities and development. Change management in various industrial and technology intensive environments implies a mixture of different knowledge and skills.

Firstly, knowledge and understanding of the industrial context and operations are required, as these are crucial to be able to identify which changes that are needed in order to reach the goals, and to meet the need for change.

Secondly, it is necessary to know how to handle and lead complex restructuring, implying the handling of social relations, trust, participation and learning within work groups with highly skilled key persons for the organisation. Relevant knowledge about change is also to acknowledge different characteristics of change. For example, as an industrial manager you will most certainly be required to engage in both incremental and radical change management and may need to adapt your management of these differently.

## Disposition

The course content is based on traditional theoretical material, practical experience and current research in three main areas: Organisational studies, Leadership perspectives and Change management. To cover this scope the course is designed into three parts:

1. Organisation. Here, the students are provided with an overview on theories and practices in the area of organisational studies. The most significant theoretical concepts and major changes that have had impact on organisational practices over the last 60 years will be covered. The theoretical frame of reference also covers formal and informal aspects of organisational functioning related to organisational change.
2. Leadership. The focus lies on different perspectives on leadership and how these perspectives all in all give an advanced understanding of management processes in industrial companies. Students will also have the possibility to train the communicative skills that are essential in personal leadership, by applying basic methods in communication such as constructive feedback and active listening.
3. Change management. Some requirements for successful change are: understanding of what needs to change, consensus for change or power to impose, and organisational capability to change what needs to change. Different strategies of changes as well as organisation of the process of change will be introduced and discussed. Change links strongly to the industrial context, its strategy, technology/operations and social relations. It is a process with much uncertainty, due to its complexity and evolving nature. Change is dynamic and a learning process in itself, where both goals and working methods need to be reviewed and re-formulated to enable success. The students will practice analysis of on-going change in an organisation, guided by current state of art research and examples from practical experiences of change cases.

Critical questions are asked such as; which management processes must be adapted or developed to support a sustainable change and improvement? How can the change management be carried out in an ethical, inclusive and sustainable way? Throughout the course, real cases from several industrial sectors will be presented.

## Course literature

Chris Grey (2009) A very short, fairly interesting and reasonable book about, studying organisations, 2nd edition. London: Sage

Jackson, B. and K. Parry (2012) A very short, fairly interesting and reasonably cheap book about studying leadership. Second edition. Los Angeles: SAGE.

In addition scientific articles will be announced during the course.

## Examination

- INL3 - Assignments, 2.5 credits, grading scale: A, B, C, D, E, FX, F
- SEM3 - Seminar, 0.5 credits, grading scale: P, F
- INL4 - Assignments, 2.5 credits, grading scale: A, B, C, D, E, FX, F
- SEM4 - Seminar, 0.5 credits, grading scale: P, 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.

## 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.