ME2311 Leadership and Organizational Change 6.0 credits

Ledarskap och industriellt förändringsarbete

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

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

Establishment

On 11 April 2019 the head of ITM school determined to establish this official course syllabus to apply from autumn term 2019 (registration number M-2019-0751).

Grading scale

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

Education cycle

Second cycle

Main field of study

Industrial Management

Specific prerequisites

ME1314 Introduction to Industrial Finance, ME1306 Industrial Project Management for I, as well as ME1308 Operations Strategy for I completed

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:

1. Account for dominating perspectives within leadership research and the development of the research field
2. Orally and in writing explain chosen theories in relation to leadership at different organisational levels
3. Describe and critically analyse dominating perspectives in the research about industrial organisational change and the development of the research field, and how these perspectives are related to technical development and technical shifts
4. Describe and critically analyse differences and similarities between incremental and concept-driven approaches
5. Describe different change strategies such as continuous improvements, radical changes, gradual changes and top down/bottom up, and account for the importance of the leadership at various types of changes
6. Apply selected leadership theories in the written analysis of fictitious and realistic cases within industrial- and technology-intensive operations
7. Apply basic methods in communication such as constructive feedback, active listening and appreciative inquiry (appraising approach)
8. Formulate a research question with both theoretical and practical relevance in leadership and the field of organisational change
9. Identify and analyse the importance of ethical aspects and sustainability aspects (including equal opportunities and diversity) for how knowledge of leadership and organisational change is applied

Course contents

This course intends to prepare students for management and leadership tasks in technology-intensive operations. In working life, engineers are continuously involved in work groups whose task is to change and develop the industrial company's activities and probably to function as project manager and/or manager with responsibility for coordinating people and formal staff liability.

For the interplay between technology and economics to function in an efficient and successful way, it is thus central that the engineering work, in addition to deep technical and business area skills, is characterised by a skilled leadership. This facilitates the creation of preconditions for a well-functioning cooperation between people and a visionary competence provision – all important strategic challenges for the development and competitiveness of industrial organisations. Furthermore, leaders and executives have a far-reaching responsibility to use their authority in a reflective and ethically-aware manner – which implies handling and integrating questions about gender equality, diversity and sustainability in the daily work.

The task of a Master of Engineering is also often to carry out both incremental and radical change management, both within the framework of continuous industrial leadership and technology-intensive development work. Change management in technology-intensive environments implies a mixture of different knowledge and skills.
Firstly, knowledge and understanding of the industrial context and activities are required, as these are crucial to be able to identify the 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.
The knowledge within all these fields must be based both on practical experiences and on current research.

Examination

- INL5 - Assignments, 2.5 credits, grading scale: A, B, C, D, E, FX, F
- SEM5 - Seminars, 0.5 credits, grading scale: P, F
- TEN1 - Exam, 2.5 credits, grading scale: A, B, C, D, E, FX, F
- ÖVN1 - Excercises, 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.

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.