

Module description for module 7: Organizational transition and change management (Organisational forandring og forandringsledelse)

<p>Module title, ECTS credits (and possibly STADS code)</p> <p><i>Organizational transition and change management</i></p> <p>5 ECTS</p>
<p>Location</p> <p><i>2nd semester</i></p>
<p>Module coordinator</p> <p><i>Yariv Taran</i></p>
<p>Type and language</p> <p><i>Type: compulsory course module</i></p> <p><i>Language: English</i></p>
<p>Objectives</p> <p><i>The objective of module 7 is to provide students with the most recent knowledge regarding how organisations can learn to transform and evolve, and how organisational change processes are managed. This includes the interplay between innovation and change, strategy and human resource management across industries and companies.</i></p> <p><i>This objective includes helping students in attaining better understanding, skills, and competences regarding the challenges available in, and solutions offered through, organizational transition and change processes. Throughout the course it is emphasised how an organisation and changes in an organisation must be understood in relationship with the context of the organisation, and in a network-based innovation settings.</i></p> <p><i>In addition, the course will introduce the students to concepts like “Change Management” and “Business Model Innovation”, which will provide ways in which managers could deal with some of these organizational transition process challenges. Prominence attention is given for providing the students with frameworks and methods that are both theoretically sound and practically useful.</i></p> <p><i>Topics that will be discussed in this course are:</i></p> <ul style="list-style-type: none">• <i>The transformation of organizations and organizational change.</i>• <i>Change management processes and challenges.</i>• <i>Clarifying business models and their role and innovation processes in the development of businesses.</i>• <i>Business model configurations and typology.</i>• <i>Risk management, continuous innovation and dynamic capabilities.</i>• <i>Decision making under uncertainty and complexity.</i>• <i>Organisational change from a human resource management perspective.</i>• <i>The effect of change on workers and on firm’s performance.</i> <p>Learning outcomes:</p> <p><i>Upon successful completion of the course students will:</i></p> <ul style="list-style-type: none">• <i>knowledge</i><ul style="list-style-type: none">○ <i>Understand, examine and be able to explain the important role of change in organizations, and how practitioner should organize and manage such transition processes accordingly - both strategic and operational wise.</i>

- *Must have solid understanding of presented theories, methods, models and case practices in view of the course objective and curriculum.*
- **skills**
 - *Have the ability to assess theoretical and practical organizational transition and change management problems, and substantiate and select relevant analysis and solution proposals.*
 - *Have the ability to communicate professional issues and solutions to both peers and non-specialists.*
- **competences**
 - *Have the ability to create, evaluate and assess a range of options with the ability to apply ideas and knowledge in situations of uncertainty or limited knowledge.*
 - *Have the ability to be self-reflective, through the process of organizational transition and change, be critical and open to different people opinions and competences, different cultures and different economic constraints.*

Academic content and conjunction with other modules/semesters

The focus in module 7 is on the internal transformation and change of organisations. This is one half of the semester's main theme on dynamics in organisations and systems of innovation. The other half is covered in module 6. Together with the theories on innovation and entrepreneurship in the first semester, module 7 creates competences for analysis of the causes and consequences of change in organisations.

Scope and expected performance

Module 7 consists of 5 ECTS which is equivalent to 137.5 hours of work. 24 of these are spent in class and it is expected that the students spend two hours preparing for each hour in class. In addition it is expected that students spend 30 hours working with the assignment. The remaining 35.5 hours are to be spent attending and preparing for the exam.

Participants

MIKE-E and MIKE-B students

Prerequisites for participation

Enrolment in MIKE-E or MIKE-B

Module activities (course sessions etc.)

Contents of the module (subject to modifications):

Additional reading: Will be made available via Moodle.

Lecturers: Yariv Taran (YT); Jesper Chrautwald Sort (JCS).

An important task for the students following the module is to apply the concepts and theories encountered during the course on a case. While organized in teams, the students' aim is to prepare a short assignment by either 1) Interviewing a company owner/founder of an organization, or 2) Analyze a business case of their own choice, using secondary data.

The assignment will be used as a point of departure in the oral exams. The schedule on moodle will contain the deadline for handing in the assignment as well as the date of the exams. The assignment must be uploaded in moodle and two copies must be handed in to the secretary.

The students can conduct the case preferably in teams of 2-4 persons. Larger teams are not permitted. When analyzing the case you have a maximum of 10 pages (line spacing 1.5, Times New Roman or Cambria 12, etc.), including tables of content and reference list but excluding the front page. Where possible students should include references to other studies and other relevant work.

Examination

An oral internal examination covering the assignment and the course curriculum for Module 7. The examination is based on an oral presentation and in ensuing discussion in view of the written students assignment as its point of departure. The duration of the examination is approximately half an hour per student. The grading is given according the Danish 7-point marking scale. The examination weights 5 ECTS.