UNIVERSITY OF BORÅS

Change Management
Ledning av förändring
7.5 credits
7.5 högskolepoäng

Ladok Code: A1FO2A
Version: 1.0
Established by: Committee for Education in Business and Working Life 2023-09-21
Valid from: Spring 2024

Education Cycle: First cycle
Main Field of Study (Progressive Specialisation): Business Administration (G1N), Informatics (G1N)
Disciplinary Domain: Social sciences
Prerequisites: General entry requirements for university studies.
Subject Area: Business Administration
Grading Scale: Seven-degree grading scale (A-F)

Content

The course is about change in a work activity/organization. Different views on change are dealt with. Within the course, sub areas of industrial organizational psychology at individual, group and organizational level are attended, inter alia motivation, conditions for inclination to change and resistance to change. Also change supported by IT as well as the organizational impact of change of IT-systems are attended. Different models for and views on change management are discussed.

Learning Outcomes

The student shall after the course be able to:

Knowledge and Understanding
1.1 describe some different models of change management and critical aspects on these,
1.2 critically give account of different views on change,
1.3 describe the use of IT in Change Activities and respectively effects of changed IT-systems,
1.4 describe and analyze the reception of change management by employees at individual, group and organization levels,
1.5 discern and analyze resistance and defence against change at individual, group and organization levels,
1.6 discern different meta theoretical aspects of change in organization,

Capabilities and Skills
2.1 participate in a common project work,
2.2 continuously report progress in a project organization orally and report the final result orally and in writing,
2.3 use an established type of academic writing,

Judgement and approach
3.1 determine the impact on change management of different choices of scientific approaches,
3.2 determine the governing principles of change of IT-systems and/or change supported by IT and
3.3 evaluate strategies for change in relation to established theory in the actual area of knowledge

Forms of Teaching

The work modes are project work and lectures. The project work includes a group carrying through the project assignment, planning and follow up meetings with representatives from the project teams and the course management with the other participants as observers.

The language of instruction is English.

Forms of Examination

The course will be examined through the following examination elements:

Written and oral presentation of project work
Learning outcomes: 1.1, 1.3-1.5, 2.1-2.3 och 3.1-3.2
Credits: 4
Gradingscale: Seven-degree grading scale (A-F)

Written exam
Learning outcomes: 1.1-1.6 och 3.2-3.3
Credits: 3.5
Gradingscale: Seven-degree grading scale (A-F)

The total grading of the course is based on the written and oral presentation of the project work and the written exam.
The project work is graded with A-C, Fx and F. The written exam is graded with A-F. A total of C-E requires at least C for the project work and C-E on the written exam, the result of the written exam decides the final grade. A total of A on the whole course requires at least B on the project work and A on the written exam. For B on the whole course requires B on the project work and the written exam or at least C on the project work and A on the written exam.

If the student has received a decision/recommendation regarding special pedagogical support from the University of Borås due to disability or special needs, the examiner has the right to make accommodations when it comes to examination. The examiner must, based on the objectives of the course syllabus, determine whether the examination can be adapted in accordance with the decision/recommendation.

Student rights and obligations at examination are in accordance with guidelines and rules for
the University of Borås.

Literature and Other Teaching Methods

Cameron, E. & Green, M., (2012), *Making sense of change management, a complete guide to the models, tools & techniques of organizational change,* Kogan Page, 491 pp., paperback or E-book

Kezar, Adrianna J., (2001), *Understanding and Facilitating Organizational Change in the 21st Century:* Recent Research and Conceptualizations, Chapter 3: Theories and Models of Organizational Change, ASHE-ERIC Higher Education Report, Volume 28, Number 4, ISBN: 978-0-7879-5837-4, Jossey-Bass, 34 sid. http://files.eric.ed.gov/fulltext/ED457711.pdf

Stanley, David J., Meyer, John P. & Topolnytsky, Laryssa, (2005), Employee Cynicism and Resistance to Organizational Change, *Journal of Business and Psychology,* Volume 19, Issue 4, pp 429-459

van der Heijden, Angela, Cramer, Jacqueline M. & Driessen, Peter P.J., (2012),Change agent sensemaking for sustainability in a multinational subsidiary, *Journal of Organizational Change* Management, Vol. 25 Iss 4, pp. 535-559

Thomas, Robyn & Hardy, Cynthia, (2011), Reframing resistance to organizational change, *Scandinavian Journal of Management,* Volume 27, Issue 3, Pages 322–331

Articles and other material needed by the project work.

Student Influence and Evaluation

The course is evaluated in accordance with current guidelines for course evaluations at the University of Borås, in which student perspectives are to be collected.The course evaluation report is published and made available to participating and prospective students in accordance with the above guidelines and forms the basis for the future development of courses and educational programmes. The course coordinator is responsible for ensuring these guidelines are followed.

Miscellaneous

The course is given for international students.