

Advances in Strategic Change and Learning

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Summer Term 11

Aims:

The Master Course Advances in Strategic Change and Learning aims at discussing current topics in the field of organizational learning and change management. The course builds upon the basic knowledge in the field of management (i.e. strategy, organization, HRM, change management). After completing the course, students are able to contribute to the theoretical discussion in their field and to derive practical insights for their business career as leaders, consultants, and trainers. In particular, they gain knowledge to analyze, to design, and to govern change and learning processes in organizations to achieve strategic objectives.

Content:

The Master Course Advances in Strategic Change and Learning consists of the following topics, derived from current research in the field, investigating the question of "how to govern change and learning processes within firms in order to increase their competitiveness":

- Organizational learning: We analyze the current state of the explorative/exploratory learning-framework that investigates how organizations deal with competing learning logics between efficiency and innovation.
- Ambidexterity: We analyze the current research that investigates options, limits, and means for firms that seek to integrate exploratory and exploitative learning.
- Dynamic capabilities: We analyze the current research of a firm's capabilities to govern learning and adaptation processes in environments that are characterized by dynamism, turbulences, and hostile competition.
- Strategic change: We analyze the literature that provides insights of change processes within firms to address dynamically evolving environmental demands.
- High reliability organizations: We analyze the current research that seeks to explain the requirements for firms to achieve stability – in particular in high reliability organizations where failures could lead to disasters – even in turbulent and complex environments.
- Replication: We analyze the current research that addresses the mode how firms govern exploitative learning processes to replicate their business models and embedded routines in new markets.

Part 1: Introduction: Strategic Learning & Change

Part 2: The Fundamental Challenge: Balancing Stability and Change

Part 3: Mid-term Test

Part 4: Facilitating Learning on Individual, Group, and Organizational Level

Part 5: Governing Change on Individual, Group, and Organizational Level

Part 6: End-term Test

Teaching Methods:

Theoretical inputs, case studies, and discussions.

Literature:

Güttel, W.H. (2010): Advances in Strategic Change and Learning. Script.

Reader with academic papers.

Script and reader are the basic requirement for passing the exams.

Further readings (basic requirements):

Robbins/Coulter (2008): Management.

Torrington et al. (2009): Fundamentals of HRM.

Palmer et al. (2009): Managing Organizational Change.

Dierkes et al. (Eds.) (2003): Handbook of Organizational Learning and Knowledge.

Internationale top tier journals (Auswahl):

Academy of Management Journal

Academy of Management Review

Organization Science

Human Resource Management

Administrative Science Quarterly

Strategic Management Journal

Journal of Management Studies

Management Learning

Journal of Management

Industrial and Corporate Change

Exams:

Mid term test (Lessons 1-2): March 31st, 2011.

End term test (Lessons 1-5): May 19th, 2011.

Both tests are required to be positive in order to pass the course.