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## 267014 Master Course Advances in Strategic Change and Learning (M1 – Master Program 1<sup>st</sup> Year)

Course, 2.00 hours, 6.00 ECTS credits, Fall and Spring

Tuesday, March 7 <sup>th</sup> , 2017, 12.00 – 13.30 Kick-Off
Tuesday, May 2 <sup>nd</sup> , 2017, 10.15 – 17.00 Workshop
Wednesday, May 3 <sup>rd</sup> , 2017, 10.15 – 17.00, Workshop
Tuesday, May 9 <sup>th</sup> , 2017, 10.15 – 17.00, Workshop
Tuesday, May 23 <sup>rd</sup> , 2017, time tba, Second Test
(Rooms to be announced in KUSSS)

### Lecturer

Univ.Prof. Dr. Wolfgang H. Güttel (Johannes Kepler University, Linz)

### Course content

In a dynamic and turbulent environment, innovation and change is necessary for gaining and sustaining competitive advantage. However, introducing novelties in organizations is difficult. In this course, we investigate how firms exploit existing capabilities for remaining successful in current markets based on established technologies or business models, while facilitating exploration to develop new capabilities to grasp future opportunities.

The Master Course Advances in Strategic Change and Learning aims at discussing current topics in the field of organizational learning and change management. During the course, we answer the questions “Why innovation & change are difficult?”, “Why capabilities lead to path dependency?”, “How firms can overcome path dependency by creating an opportunity space for novelties?”, “How firms can manage their innovation streams?” and “How firms manage change?”. In answering these questions, we combine conceptual inputs with case-study-based learning methods.

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.

### Grading

The grad is based on 2 components:

1. Pre-modul assignment to each lesson:

... until April 30, 2017:

*Case Study:* Jim

*Paper:* Sydow, Jörg, Georg Schreyögg, and Jochen Koch. "Organizational path dependence: Opening the black box." *Academy of management review* 34.4 (2009): 689-709.

... until April 30, 2017:

*Case Study:* Can this Merger be Saved?

*Paper:* Hansen, Nina K./Güttel, Wolfgang H./Swart, Juani (2017): HR in dynamic environments: Exploitative, exploratory and ambidextrous HR architectures. *International Journal of Human Resource Management* (forthcoming).

... until May 7, 2017:

*Case Study:* Active Sports Equipment Company

*Paper:* O'Reilly, Charles A., and Michael L. Tushman. "Organizational ambidexterity: Past, present, and future." *The Academy of Management Perspectives* 27.4 (2013): 324-338.

Analyze the cases by using theoretical lenses from your studies and provide some opportunities as to how firms can overcome these challenging situations (analysis: 2 pages; opportunities: 2 pages). In addition, please summarize the papers on 1-2 pages by providing also practical evidence from your experience or from newspaper stories about firms.

2. Post-modul assignment about the literature and the content of the lessons.

The Pre-module-assignment counts for 60% auf the grade (20% each). Die exam (post-module assignment) contributes 40% to the final grade. In order to pass the course at least > 50% of the total points need to be achieved. Attendance is not mandatory but recommended.

## **Required reading**

### ***Compulsory Readings***

Brown, Shona L., & Kathleen M. Eisenhardt. "The art of continuous change: Linking complexity theory and time-paced evolution in relentlessly shifting organizations." *Administrative science quarterly* (1997): 1-34.

Garaus, Christian, Güttel, Wolfgang H., Konlechner, Stefan W., Koprax, Irina, Lackner, Hubert, Link, Karin, & Müller, Barbara: Bridging knowledge in ambidextrous HRM systems: Empirical evidence from Hidden Champions. *International Journal of Human Resource Management*, (2016) Vol. 27: 355-381.

Güttel, Wolfgang H. & Konlechner, Stefan W.: Continuously Hanging by a Thread: Managing Contextually Ambidextrous Organizations. *Schmalenbach Business Review*, (2009) Vol. 71, 2/09, 150-172.

Hansen, Nina K., Güttel, Wolfgang H., & Swart, Juani (2017): HR in dynamic environments: Exploitative, exploratory and ambidextrous HR architectures. *International Journal of Human Resource Management* (forthcoming).

Eisenhardt, Kathleen M., and Jeffrey A. Martin. "Dynamic capabilities: what are they?." *Strategic management journal* (2000): 1105-1121.

Eisenhardt, Kathleen M., and Donald N. Sull. "Strategy as simple rules." *Harvard business review* 79.1 (2001): 106-119.

Kotter, John R. "Leading change-Why transformation efforts fail." *Harvard business review* (1995): 59-65

O'Reilly, Charles A., and Michael L. Tushman. "Organizational ambidexterity: Past, present, and future." *The Academy of Management Perspectives* 27.4 (2013): 324-338.

Sydow, Jörg, Georg Schreyögg, and Jochen Koch. "Organizational path dependence: Opening the black box." *Academy of management review* 34.4 (2009): 689-709.

### ***Additional Literature***

Benner, Mary J., and Michael Tushman. "Process management and technological innovation: A longitudinal study of the photography and paint industries." *Administrative science quarterly* 47.4 (2002): 676-707.

Christensen, Clayton. *The innovator's dilemma: when new technologies cause great firms to fail*. Harvard Business Review Press, 2013.

Edmondson, A., Bohmer, R. & Pisano, G.: *Speeding Up Team Learning*. Harvard Business Review, (2001) Vol. 79 Issue 9, p. 125-132.

Eisenhardt, Kathleen M., and Shona L. Brown. "Time pacing: competing in markets that won't stand still." *Harvard business review* 76.2 (1997): 59-69.

Eisenhardt, Kathleen M., and Shona L. Brown. "Patching. Restitching business portfolios in dynamic markets." *Harvard business review* 77.3 (1998): 72-82.

Filippini, Roberto, Wolfgang H. Güttel, and Anna Nosella. "Ambidexterity and the evolution of knowledge management initiatives." *Journal of Business Research* 65.3 (2012): 317-324.

Grant, R. M. (2010): *Contemporary strategy analysis*. 7th edition.

Hayes, J. (2014): *The theory and practice of change management*. 4th edition.

Jing, Runtian, and Mary Benner. "Institutional regime, opportunity space and organizational path constitution: case studies of the conversion of military firms in China." *Journal of Management Studies* (2015).

Konlechner, S. W., Güttel, W. H., Müller, B., Koprax, I., & Link, K. (2016): Sheep in Wolf's Clothing: The Role of Artifacts in Interpretive Schema Change. *Schmalenbach Business Review*. Vol. 17, Issue 2, p. 129–150.

Kotter, John P. *Leading change: Why transformation efforts fail*. 1995.

Mezias, J. M., Grinyer, P. & Guth, W. D. (2001): Changing Collective Cognition: A Process Model for Strategic Change. *Long Range Planning*. Vol 34, p. 71-95.

Müller-Seitz, Gordon, and Wolfgang Güttel. "Toward a choreography of congregating: A practice-based perspective on organizational absorptive capacity in a semiconductor industry consortium." *Management Learning* 45.4 (2014): 477-497.

O'Reilly, Charles A., J. Bruce Harreld, and Michael L. Tushman. "Organizational ambidexterity: IBM and emerging business opportunities." *California Management Review* 51.4 (2009): 75-99.

Sull, Donald; Eisenhardt, Kathleen M. Eisenhardt, Kathleen M., and Donald N. Sull. "Simple rules for a complex world." *Harvard Business Review*. Sep2012, Vol. 90 Issue 9, p68-74.

Sull, Donald, and Kathleen M. Eisenhardt. *Simple rules: How to thrive in a complex world*. Houghton Mifflin Harcourt (2015).

Tripsas, Mary. "Technology, identity, and inertia through the lens of "The Digital Photography Company"." *Organization Science* 20.2 (2009): 441-460.

Tushman, Michael L., and Charles A. O'Reilly. "The ambidextrous organizations: Managing evolutionary and revolutionary change." *California management review* 38.4 (1996): 8-30.

Zahra, Shaker A., and Gerard George. "Absorptive capacity: A review, reconceptualization, and extension." *Academy of management review* 27.2 (2002): 185-203.

More information on the literature relevant for the test will be provided in the kick-off session.