



# LUND UNIVERSITY

## Metacognition and Learning Journals in Higher Education

Johnsson, Charlotta; Erlingsdottir, Gudbjörg; Nilsson, Fredrik; Nilsson, Carl-Henric; Alsén, Göran

*Published in:*  
International Journal of Economics and Management Engineering

2013

*Document Version:*  
Publisher's PDF, also known as Version of record

[Link to publication](#)

*Citation for published version (APA):*  
Johnsson, C., Erlingsdottir, G., Nilsson, F., Nilsson, C.-H., & Alsén, G. (2013). Metacognition and Learning Journals in Higher Education. *International Journal of Economics and Management Engineering*, 3(4), 152-159.

*Total number of authors:*  
5

*Creative Commons License:*  
Unspecified

### General rights

Unless other specific re-use rights are stated the following general rights apply:  
Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal

Read more about Creative commons licenses: <https://creativecommons.org/licenses/>

### Take down policy

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

LUND UNIVERSITY

PO Box 117  
221 00 Lund  
+46 46-222 00 00

# Metacognition and Learning Journals in Higher Education

Charlotta Johnsson<sup>1</sup>, Gudbjörg Erlingsdottir<sup>2</sup>, Fredrik Nilsson<sup>3</sup>, Carl-Henric Nilsson<sup>4</sup>, Göran Alsen<sup>5</sup>

<sup>1,2,3</sup>Faculty of Engineering (LTH), Lund University, Box 118, 22100 Lund, Sweden

<sup>4,5</sup>Faculty of Economics and Management (LUSEM), Lund University, Box 118, 22100 Lund, Sweden

<sup>1</sup>charlotta.johnsson@control.lth.se; <sup>2</sup>gudbjorg.erlingsdottir@design.lth.se; <sup>3</sup>fredrik.nilsson@plog.lth.se;

<sup>4</sup>carl-henric.nilsson@fek.lu.se; <sup>5</sup>goran.alsen@fek.lu.se

**Abstract-**The studies in higher education have its natural focus on the subject matters of study. This also holds for the master program Technology Management (TM). In addition, it is important to complement the students' academic knowledge with insights about metacognition, i.e. knowledge and understanding of themselves and their own behaviour. The introduction of so-called Learning Journals has proved to be a successful step in this direction. TM is a unique program at Lund University, where a selected number (40) of students from the Faculty of Economics (20) and from the Faculty of Engineering (20) are taught together during their last 2 years of study. Their different views on problems and challenges in today's industry often complement each other. By the introduction of learning journals, they also learn about themselves, what influence their motivation, behaviour and attitude have on a group, and an understanding of their own preferred learning method. The learning journals are introduced in the course Project Leadership. In this course, the students are divided in groups of 4-5 students, each one managing one project. Throughout the whole course (2 semesters) the students are writing learning journals and supervisors are commenting monthly. The learning journals have four purposes; 1) providing an opportunity to reflect on the development of the project itself 2) enabling personal reflection on the own process, 2) enabling reflection on the own position and part in the group, and 4) through the longitudinal effect of the course, it provides an opportunity to compare journals over time to become aware of and able to analyse the own learning process. In a newly performed Placement report, students that have graduated from the Technology Management programme the last 10 years, rate their education 4.37 out of 5. Some students even consider the Learning Journals among the most valuable parts of the whole programme in retrospect.

**Keywords-**Technology Management; Economics; Engineering; Learning Journals; Meta Reflections; Metacognition

## I. INTRODUCTION

The ultimate goal for Lund University in Sweden, as of most universities in Sweden and around the world, is threefold; to perform research, to assure education and to interact with the society outside university (LU 2006). According to the strategic plan of the university, there are four main strategic goals; Internationalization, Cross-disciplinary activities, Leadership and Quality assurance. Lund University was founded in 1666. Today it consists of 9 faculties with a total of approximately 39 000 students. The Faculty of Engineering (LTH) and the Faculty of Economics (LUSEM) are two of its largest faculties with about 5000 students each (Johnsson et al, 2006). The education at these faculties, as within the rest of the university, should be of best quality (compare strategic Goal 4) and prepare the students for their careers after graduation so that they will be able to work in high responsibility jobs in society (compare Goal 3), both nationally and internationally. After graduation, approximately 5% of the students chose to stay at the university performing research whereas the remaining 95% of the students look for an employment elsewhere. In many cases this implies finding a job in industry. One important educational goal is therefore to provide the students with useful knowledge, insights and material that they can apply in industry concerning various subject matters as well as concerning themselves and their own behavior. We believe that both international and cross-disciplinary knowledge is crucial for success in today's industry (compare strategic Goals 1 and 2) as well as the ability of metacognition.

Technology Management is a unique program at Lund University, where a selected number of students from the Faculty of Economics and from the Faculty of Engineering are taught together during their last 2 years of study. Their degree will be a Master's degree. Their views on problems and challenges in today's industry often complement each other. In addition, it is important to compliment their academic knowledge with insights about themselves and their own behaviour. The introduction of Learning Journals has proved to be a successful step in this direction.

## II. TECHNOLOGY MANAGEMENT

Academia traditionally offers, on the one hand, people with a deep knowledge of management and economics but lacking an understanding of the underlying technologies and, on the other hand, engineers with a thorough understanding of technology but with limited knowledge about business. A new academic Master's program – Technology Management (Figure 1) – was initiated at Lund University in 1997 and involves 40 students each year.



Figure 1 Technology Management, Lund, Sweden

Today, the program integrates Technology and Management in four dimensions; program curricula, students, teachers and cultures. The program has been developed in cooperation between Faculty of Economics (EHL) and Faculty of Engineering (LTH), both part of Lund University in Sweden. This is in line with the strategic goals of cross-disciplinary activities at Lund University (compare strategic goal 2). The aim is to provide the business students with an understanding of engineering and the engineer's way of thinking, and the engineering students with an understanding of management and economics (Sörgärde et al).

The program can be explained by three phases:

- Phase I covers the first 3 years of the engineering students' program and the 3 years of a bachelor's education for the business administration students.
- Phase II prepares the engineering students with rudimentary knowledge of business administration, management and economics, and the business administration students with a basic knowledge of technology and engineering. This is done by letting the business students attend a selected number of courses in technology, and engineering students in courses in management and economics. In addition to this, specific courses for the Technology Management students start. In these courses, the students are working side-by-side, engineering students and business students, giving ample room for understanding each other's way of thinking and working.
- Phase III is the fully integrated conclusion of the program with courses plus a 6 month master's thesis. During Phase III, the students continue to work side-by-side. The students find means of utilizing each other's differences in skills and interests and turn them into advantages instead of being obstacles for co-operation. The TM specific courses in Phase II and III are designed to include both engineering and management aspects. The participating teachers in a course come from different faculties, and cooperate in the joint teaching of the course. The master's thesis is performed during a 6 months period by a group of two to three students with at least one student from each faculty.

A schematic outline of the Technology Management program is shown in Figure 2.

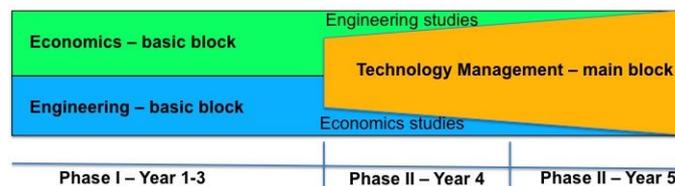


Figure 2 Schematic outline of Technology Management program

After concluding the program, the students are awarded a master's degree depending on their academic point of origin. For the engineering students this will be a "Master of Science in XX (engineering subject) with Technology Management". For the Business administration students this will be a "Master of Science (120 credits) with major in Technology Management".

There are six TM specific courses included in Phases II and III. The courses have varied slightly over the years, the current courses are; Project Leadership (PL), Technology, Strategies and Structures (TSS), International Market-Driven Engineering (iMDE), Project in Technology Management (pTM), Teamwork and Leadership (ToL) and Master Thesis (TMX).

In each of the courses, teachers are involved from both the Faculty of Engineering and the Faculty of Economics. One example of this is the course iMDE in which innovation, marketing and product development are studied from a technical as well as a management and economical point of view, all in order to generate new innovative products that fulfill the market demands and are possible to realize from a technical as well as economical aspect. This course is also performed in an international environment. All courses include contacts with real industrial companies. n easy way to comply with the journalpaper formatting requirements is to use this document as a template and simply type your text into it.

### III. METACOGNITION

The Technology Management program is designed taking pedagogical aspects in consideration. One such concept is Metacognition; one of the four cornerstones in the concept Good Academic Thinking (McCormick, 1997).

Metacognition is described as the ability to have a helicopter view on one's own learning progress. Metacognition is

intertwined into the program on several occasions. One example is the introductory-day for the newly accepted students to the program. This day coincides with the day the elder most students have their Master theses presentations. One activity on the introductory-day is to spend about 1 hour attending the Master Thesis presentations, in this way the new students get to see what will become of them in two years' time, and the elder students are reminded about their own start at the program. Metacognition also includes having a helicopter view on one's own personal development; this is supported by the Learning Journals. The concept of Learning Journals is included in the course Project Leadership.

The other three cornerstones of Good Academic thinking are: Motivation, Knowledge and Strategies.

- A student's motivation for following the program of Technology Management can be either extrinsic (threats and/or promises) and/or intrinsic (fun, interesting, socially rewarding). It is important that the students find the intrinsic reasons for why they are studying. Already in the application to the technology Management program, the students are asked to reflect upon their source of motivation.

- In order for a student to grasp, understand and to find the subject matter knowledge interesting, it is important to understand the knowledge that the students enter the program with. If a course starts off with material "too far away" from the knowledge they have, there is no way for them to connect to the new material, this phenomena is referred to as the Zone of proximal development (Vygotsky).

- The learning styles of students can be divided into deep learning strategies and surface learning strategies (Marton et al 1976, Ramsden 1992). A student with a deep learning approach focuses on what is signified and constantly tries to relate previous knowledge to new knowledge (Biggs 2003), whereas a student with a surface approach to learning is more focused on trying to find out what the teacher wants and to provide this, information is simply memorized and the focus is often on unrelated parts.

#### IV. PROJECT LEADERSHIP

The course Project Leadership starts the first semester of the Technology Management program. The course module is divided into two parts, encompassing one semester each and with a total duration of a year. Before the module starts students are given the task to seek a hosting company, which means that the module is built on projects carried out in collaboration with organizations in existing industries. During the first part of the module the students perform an audit of existing projects in the particular firm or organization. Based on literature they evaluate the projects and propose improvements. During the second part of the course the students carry out a project formulated by themselves together with their hosting organization. Often the project is based on the result of the audit in the first part of the module.

When the students enter the first part of the module they have already been divided into working teams or groups of five students, mixing students of both sexes as well as from engineering and business administration. The programme managers define the groups and the students have no say in the process. Each group is then allotted a supervisor who guides the group through both parts of the module. Also all groups are assigned a reference group amongst the remaining groups in the class. The combined two groups become a sounding board for each other throughout the module as a whole. The groups have to manage themselves and decide how to divide workload and different working tasks amongst themselves. The purpose of the module is thus twofold; firstly the students learn project management by evaluating the methodology of existing projects and carrying out a real project. Secondly they learn how to manage themselves and deal with tasks that will surface within a project group.

The learning outcomes of the project leadership module are as follows:

*Knowledge and understanding:* For a passing grade the student must:

- Deliberate and clarify advanced knowledge on the conception and aspects of project leadership.
- Make a critical evaluation of a project and make propositions for improvements.

*Skills and abilities:* For a passing grade the student must be able to:

- Formulate, structure and design a project plan and the relevant aspects pertaining to the project, including relevant aspects of a project including the chosen method, model and different aims.
- Organize and run a project within the group.
- Administer a project situation with many interested parties (host organization, project leaders, examiner, and reference groups) under a dynamic working group.
- Analyze a project in a company or an organization from both practical and theoretical point of view.
- Identify, evaluate and select, in consultation with a host organization, an adequate and salient area/aspect to conduct an improvement project on.
- Manage a project together with a host company or organization.

- Present the project work by project plans, theoretical reports as well as by a giving an oral as well as a written report of the project (addressed to both the hosting company and the course management).
- Give constructive feedback to the reference group's work.

*Judgement and approach:* For a passing grade the student must be able to:

- Compose an independently and individual learning goals with emphasis on increased insight and personal development.
- Compose an approach towards the group's work and to make use of it throughout the course.
- Analyze the own learning process as well as the group's learning process during the project work.
- Evaluate the achieved goals from the host organization's perspective.

As the learning outcomes demonstrate, the aim of the module is to dispense students with knowledge and skills of leadership in administrating different types of technology oriented projects while simultaneously developing individual and colleague teamwork. The module also aims at exposing students to different types of project management techniques and models and different types of psychological and social aspects while conducting a project. The module is thus focused mainly on project methodology and, its opportunities and limitations in practice. Emphasis is also on engaging students in the psychological and social hindrances that may exist while conducting a project and how to overcome these obstacles. Further, special attention is given to how a creative and constructive project situation can be developed in practice.

In line with this, the overall pedagogics of the module is Reality Based Learning (RBL) and the students thus work with life cases in "real" companies or organizations. This enables students to practice and learn the craft of working in a project group and leading a project where the conditions are as "real" as possible. The pedagogical tools used in the course, apart from the hands on projects, are learning journals, lectures by faculty and guest speakers and project seminars. In the project seminars the groups present their ongoing projects and get advice from their reference group and their supervisors.

A scale from fail to pass with distinction grades most courses on the program, but this particular course only has the grades of pass or fail. The main reason for this is the course's focus on learning. Firstly it would be difficult to grade the individual learning processes. Secondly the possibility of receiving a pass with distinction might take the students focus away from the learning process in the groups. A group can, for instance, fail in its project and/or its group process but make considerable efforts in analyzing and understanding "what went wrong" and thereby make insightful experiences that will enhance their learning. The grading is thus, in a way, loosely coupled to the success rate of the projects and the group processes.

The grading of the course instead reflects the pedagogical idea of the course and of the learning outcomes of the course program, where emphasis is put on the importance of students learning to analyze both their personal but also the group's learning process. An essential part of the learning outcomes of the part are connected to the learning process, which is stressed both by the outlines of the course and by the compulsory assignment to write learning journals.

## V. LEARNING JOURNALS

To make the students aware of their own learning processes and to help them reflect on their learning process, they are obliged to write a learning journal, individually continuously throughout both parts of the module and monthly collectively for the group.

Individual learning journals have been used in different educational contexts for some while. From our point of view, though, it seems as if it is seldom used in Technology Management Education. But when it is used, it is mostly in e-learning situations. In a more general context, the importance of reflection in individual and organizational learning has been pointed out by several practitioners and scholars (Ballantyne, R & Packer 1995, Boud, D; Keogh, R; & Walker, D, 1995, Brookefield, S. D. 1995, Kolb D. & Fry R. 1975, Loo R. and Thorpe K. 2002, Schon, D; 1987).

In the group journals the students reflect upon the project development, and the group dynamics. The individual journals are to be written daily or at least three or four times a week and students are instructed to reflect over their project, their group process and their own experiences, thoughts, doubts, etc. and are allowed to express themselves freely. The only person reading the journals is the supervisor.

The individual journals that usually range between 5-10 pages are sent in, by e-mail, to the appointed supervisor monthly. The supervisor then reads each individual journal and gives comments, writing them into the student's journal, then returning the document through e-mail to each student. The group journal, usually a brief summary of the group process and dynamics, is also sent in monthly by mail to the supervisor. Shortly after the journals have been handed in, the group as a whole meets with their supervisor to discuss the proceeding of the project and other problems or matters in the group. The role of the supervisor is to coach the group in finding their own solutions and not to solve the group's or individual's problem.

The individual journals are handled with complete confidentiality and the teachers/supervisors never bring up individual matters in the groups without the student in question asking for the matter to be lifted in a meeting. Here the group journals are of help as they reveal what matters can be lifted before the group as a whole. They can thus serve as agendas for the meetings. At

the end of the course the students are asked to open and read their learning journals and then to write a resume-learning journal. The resume-learning journal should reflect what they have learnt over the year, how they have developed and what they have appreciated or disliked. This is an activity that helps the students to realize and reflect over if, and in such case, how much they have learnt about themselves and their group members and how their part in the group dynamic. Also they can evaluate how different project leadership methodologies and tools for feedback have affected their group dynamics. This process might be described in the terms of a reflective learning continuum (Peltier, Hay and Drago, 2005) where the students are stimulated to reach what Petier et al. (ibid) call intensive reflection that, according to the authors, is the fourth stage on a scale from surface learning to deep learning. Our experience from the Project Leadership course coincides with these theories as we find that the reflection enables the students to reach insights about themselves and their group members that can ultimately change their way of thinking, their values and their way to act.

The learning journals thus have the purpose of enabling:

- Personal reflection on the individual learning process.
- Reflection on the individual's own position and role in the group.
- Reflection on the how the group develops over time.
- Reflection on the way the group handles the relation to the assignment and the "client".
- Intensive reflection, making it possible for the individual student to reflect upon their own believes, actions and way of thinking.

At the same time as the journal part of the course is considered "fuzzy" and hard to get a grip of by some of the students on beforehand, most of them consider it being one of the most valuable parts of it. In a newly performed placement report (Technology Management placement report, 2010), students that have graduated from the Technology Management programme the last 10 years, rate their education 4.37 out of 5. Some students even consider the Learning Journals among the most valuable parts of the whole programme in retrospect.

However, reading and commenting the journals is a quite resource-consuming task in both time and engagement from the supervisors' behalf. At the same time this feedback has proved to be a resourceful tool to enhance students learning process as well as making their learning processes visible to both themselves and their supervisors. The students as individuals and as groups also become aware of the complexity and utter importance of group dynamics, as they continuously can build on their own previous comments and reflections.

## VI. STUDENT REFLECTIONS AROUND LEARNING JOURNALS

Final reflections concerning the learning journals are written, and handed-in, by all students at the end of the course. Below are the final reflections given by three of the students.

*Student-1:* "My resume learning journal will be summarized under three headlines: 1) My values 2) Feedback and Communication and 3) Joy. The reason I selected these three headlines is that I believe they represent the areas where I have developed the most under this last year."

*Student-2:* "The fog starts to clear, and during the last year the picture has become much brighter. I am so grateful to all of you that have participated in my personal development and helped me to be an easier person to collaborate with. It is my group and our collaboration-group. It is also all the teachers/supervisors at Technology Management that spend time to read my learning journals and our reports and that shows such engagement in us students!"

*Student-3:* "How have I developed as a project member and as a project leader? The most important parameter is JOY. I have learnt that it really is so that joy or friendship with my colleagues is very important for me to be able to deliver and to be productive, but also for me to be able to feel accepted and relaxed. As Himot (2009) says it: Joy is a feeling of well-being that occurs when people's work environment, family, and community support and encourage them to develop and express their ideas, feelings, and skills in a way that helps themselves and others. The presence of joy benefits situations, relationships and goals."

In order to find out the students thoughts about learning journals after graduation, Alumnis were asked to give comments. Below are a few of them, confirming that Learning journals are appreciated even after graduation.

*Alumni-1 (2 years after graduation):* "Writing journals during my masters' degree gave me a perspective on my current situation and forced me to reflect over the behavior of other team members. Now, 2 years later, I no longer write journals but I feel that I have gained valuable insights into what drives behavior and how people react on my actions. I use this insight every week to prepare, and execute, decisions and to convince colleagues, stakeholders or customers to take actions that support my agenda. Indeed time well spent."

*Alumni-2 (1 year after graduation):* "Being present in the moment and reflecting about how my actions create other's reactions, has provided me with a key differentiator in my career. As an example entering meetings, with individuals or groups, I try to identify what kind of personalities they are through using a personality framework. Through understanding if they are

result or relationship oriented, and if they are introvert or extrovert I can easily reflect and change my behaviors and communication skills to fit the ones I'm talking to. Thus, I do not only benefit from my reflection, further I help my message to reach the person on the other side in a way that suits them."

After important events, such as individual meetings, presentations, or just serendipitous occasions I try to reflect about what happened and why it happened. Learning from the situations I can draw conclusions about how I can change my behaviors in order to improve my work with other people, hence, improving the effectiveness of both myself and people around me. Standardizing the reflection framework, writing down reflection together with feedback, has further improved my skills. Nowadays, I see reflection as a prerequisite to change and improve my behavior, both in my career and as person, thus helping me to develop and grow."

*Alumni-3 (4 years after graduation):* "Reflection reports have given me the opportunity to identify patterns and structures in working processes that otherwise would have been hidden for me. For instance, I use reflection reports to better prioritize tasks within my projects. Details, which seem very important when you're working with them, might not always contribute to the overall project goal to such extent. When doing a reflection reports other priorities might be done, which then contributes to less waste of time and more efficient use of project resources."

## VII. CONCLUSIONS

Technology Management is a unique program at Lund University, where a selected number (40) of students from the Faculty of Economics and from the Faculty of Engineering are taught together during their last 2 years of study. Their degree will be a Master's degree. The program curriculum consists of 6 courses, Project leadership being one of them.

The concept of Learning Journals is introduced in the course module Project Leadership. Throughout the whole module (2 semesters) the students are writing learning journals that supervisors are commenting monthly. The learning journals have the purpose of 1) enabling personal reflection on the own process, 2) enabling reflection on the own position and part in the group and 3) through the longitudinal effect of the module providing an opportunity to compare journals over time and thereby becoming aware of and able to analyse the own learning process. It is our joint belief as supervisors and teachers that the knowledge and insights they gain by "having to" reflect and write on their own learning process in the group settings is one of the most valuable competences they will have as technology managers in industry. Moreover, organizations are gaining interest to increase both individual and interpersonal skills which are considered to be significant aspects of innovation and development.

The student's attitude to the learning journals changes over time. When the module starts many students consider the learning journals "fuzzy" and are unsure why and how they should use them and what purpose the journals have. At the end of the module, the final reflections show that the students are satisfied with the learning journals and the effect it has had on their own self-awareness. Years later, interviews show that the students, now Alumnis, still benefit from having written learning journals. Some students still write learning journals (or reflection reports) in order to sort out their thoughts, others do not write anymore but use mental reflection as a tool to help them grow and develop professionally as well as privately.

From an education perspective, reading and commenting the learning journals is quite a resource-consuming task, both in time and engagement from the supervisors' behalf. However, the pleasure of seeing students grow and getting un-valuable insights is what makes it worth. And in addition - through each learning journal read, the supervisors also learn.

Further research could focus on content analysis of the learning journals in order to gain insights on how their thinking and attitude to learning is developed. Furthermore, comparative studies with other programmes having similar set-ups of learning could also be of interest both of a student and teacher perspective. Additional future research could require the company representative to keep a learning journal regarding his/her meetings with the students and follow if and how the quality of the relationship between the company representatives and the students is affected over time.

## REFERENCES

- [1] Ballantyne, R & Packer, J; (1995) Making Connections: Using Student Journals as a Teaching/Learning Aid, HERDSA ACT.
- [2] Biggs J. (2003) "Teaching for Quality Learning at University", Open University Press, UK.
- [3] Boud, D; Keogh, R; & Walker, D, (1995) Reflection: Turning Experience into Learning, Kogan Page, London.
- [4] Brookefield, S. D. (1995) On Becoming a Critically Reflective Teacher, Jossey Bass, San Francisco.
- [5] Johnsson C., Reistad N. (2006), "Från Rosenbad till Pålshö ängar", report AKKA.
- [6] Kolb. D. A. and Fry, R. (1975) Toward an applied theory of experiential learning. in C.Cooper (ed.) Theories of Group Process, London: John Wiley
- [7] Loo R. and Thorpe K. (2002) "Using reflective learning journals to improve individual and team performance", Team Performance Management, Vol. 8 (5/6), pp.134 – 139.

- [8] Lunds Universitet (2006), "Strategisk plan för Lunds universitet 2007–2011 (Lund University Strategic plan 2007-2011)". Dnr I A9 4470/2006.
- [9] McCormick, C., B. & Pressley, M. (1997). Educational Psychology: Learning, Instruction, Assessment. New York: Addison Wesley Longman.
- [10] Marton F. and Säljö (1976) "On Qualitative Differences in Learning — 1: Outcome and Process" Brit. J. Educ. Psych. 46, 4-11
- [11] Peltier J. W., Hay A. and Drago D. (2005) "The reflective Learning Continuum: Reflecting on Reflection". Journal of Marketing Education, 27:250, pp. 250-263.
- [12] Ramsden P. (1992) "Learning to Teach in Higher Education" London: Routledge (0-415-06415-5)
- [13] Sörgärde N., Nilsson C-H. (2005) "Technology Management, A Multidisciplinary Master's Program in Lund". International Association for Management of Technology.
- [14] Technology Management Placement Report (2010). Available on <http://www.tmonline.se>.
- [15] Vygotsky L.S. (1978): "Mind in Society: Development of Higher Psychological Processes". Harvard university press.

**Charlotta Johnsson** has a Ph.D. in Automatic Control, Lund University Sweden, 1999. She is currently working at the Department of Automatic Control, Lund University, Sweden where she holds a position as Associate Professor. Her research is focused upon Manufacturing Operations, Batch processes and Graphical control languages. Dr. Johnsson is responsible for the Technology Management program at Lund University and she is also a lecturer in several undergraduate courses.



**Gudbjörg Erlingsdóttir** has a Ph.D in Business Administration, Lund University Sweden. She is currently working at the Department of Ergonomics and Aerosol Technology, Lund University, Sweden where she holds a position as Associate Professor. Her research is focused on health care processes. Dr. Erlingsdóttir is involved as a lecturer in the Technology Management program as well as in other undergraduate courses.



**Fredrik Nilsson** has a Ph.D in Packaging Logistics, Lund University, Sweden, where he holds a position as professor. His scientific paradigm is based on complexity thinking and theory, and how insights from the complexity area (conceptual, theoretical, methodological) can facilitate increased adaptation and effectiveness in and among multiple organizations, the applications reach from packaging logistics, supply chain management to change process in health care. Dr Nilsson is involved as a lecturer in the Technology Management program.



**Carl-Henric Nilsson** has a Ph.D in XXX, Lund University, Sweden. He is currently working at the Department of Business Administration, Lund University, Sweden where he holds a position as Associate professor. Carl-Henric Nilsson research is focused on Change Management including strategy. Dr. Nilsson is responsible for the Technology Management program at Lund University and she is also a lecturer in

several undergraduate courses.



**Göran Alsen** is working at Department of Business Administration, Lund University, Sweden. Göran Alsen is involved as a lecturer in the Technology Management program.