Change Management

Course Description

We live in a world characterized by constant change, which affects not only individuals but also organizations. Even successful organizations must constantly reinvent themselves to remain successful. This course discusses change in relation to the complexities of organizational life, with an emphasis on applying theory to actual practice. Organizational change is an international phenomenon, so the course includes numerous international case studies. With a focus on organizational change as opposed to personal change and/or entrepreneurship, this course differs distinctly from the related modules of “Leadership” and “Innovation and Entrepreneurship.” The first part of this course considers the nature of change and different change models, and the second part focuses on how different perspectives complement one another and can be used to better understand, analyze, and diagnose change processes. This course discusses the issues of structure, culture, and politics and finishes by considering in detail how change is implemented. Given that a significant percentage of change processes fail, this latter part of the course is essential to develop an in-depth understanding of change.

Contents

1. Organizational Change
   1. What is Organizational Change About?
   2. Organizational Change is Ubiquitous
   3. Change is Difficult
2. Change Management
   1. The Context of Organizational Change
   2. Planned Versus Improvisational Change Management
   3. The Congruence Model of Change
3. Designing Structure
   1. Formal Structure in Organizations
   2. Grouping
   3. Linking
   4. The Change Leader as an Architect
4. Social Networks
   1. What are Social Networks?
   2. Key Terms of Social Network Analysis
   3. Unique Characteristics of Social Networks
   4. Social Networks and Organizational Change
5. Politics
   1. Organizations as Political Arena
   2. Politics and Change
   3. The Importance of a Political Perspective on Change
6. Sense-Making

6.1 Organizational Culture

1. Sense-Making in Organizations
2. The Change Leader as Shaman
3. Change Implementation

7.1 How to Implement Change Successfully

1. Four Perspectives on Change