Change Management

Course Description

We live in a world characterized by constant change. This affects not only individuals but also organizations. Even successful organizations need to constantly reinvent themselves in order to remain successful. This course presents a discussion of change in relation to the complexities of organizational life, with an emphasis on applying theory to actual practice. Organizational change is an international phenomenon and the course includes many international case examples. With a focus on organizational change as opposed to personal change and/or entrepreneurship, this course has a distinctly different focus from the related modules “Leadership” and “Innovation and Entrepreneurship.” The first part of the course considers the nature of change and different change models. The second part focuses on how different perspectives complement one another and can be used to better understand, analyze, and diagnose change processes. The course deals with issues of structure, culture, and politics. In the later part of the course, the implementation of change is considered in detail. Given that many change processes fail, this part is an important learning component to complement 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