

5M233Z04 - Change Management

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Department: MSO
Program: Master M&O International Business
Semester: 1

Course level: Graduate (M2)
Domain: Business
Teaching language: English
Number of in-class hours: 18
Number of course sessions: 6
ECTS: 3

Course description and objectives

This course examines concepts and strategies used in managing change in various organizations. We provide an overview of the challenges businesses face during a change initiative and analyze some of the tools and strategies that companies use to tackle and successfully overcome these issues and challenges. We take a practical approach in our diagnoses and review the steps necessary to build an effective change initiative.

Assist students in developing the skills necessary to:

- Identify and understand conditions in an organization that may require change
- Deal with multiple aspects of organizational change
- Manage change
- Deal with resistance to change
- Gain buy-in from all levels of an organization
- Develop a culturally sensitive approach to change management

The course material is thus intended to help develop awareness and knowledge of multiple issues associated with change. The cases and class activities are designed to help students in applying theory to practical situations.

Prerequisites

Registration in **2nd year Master classes** is restricted to graduate students and subject to the approval of the academic advisor for international students and MSO departments.

The students have to be familiar to the fundamentals of Management / business administration at the undergraduate level.

Learning outcomes

At the end of the course, students should be able to identify critical components of change management, dissect these elements to pin-point issues that may arise as a result of change and be able to make recommendations of how to effectively manage these issues.

Globally, we look at the process of change in organizations and its impact on individuals and organizations. We study how managerial philosophy, attitudes toward work, technology, culture and lifestyles can affect people's perception on change and consequently its successful implementation.

Major topics studied

- What is change?
- Conceptual frameworks for leading and managing change
- Tools for overcoming resistance to change

MyCourse

This course is on MyCourse: **Yes**

Assigned readings and materials are vital. Preparing the assigned material before class, allows the student to gain a better understanding of the issue to be discussed in class. Students are also able to actively participate and provide valuable insights on the issues at hand.

The objective of assigned articles each week is to help students think critically about the points of view of thought leaders in change management. This will enhance our examination of how change models and principles can be applied to real world organizational challenges, and assist the student in developing leadership and managerial capabilities.

Assignments and grading

Assignments

1. Case Analysis – individual

- **Identify the major issues in the case:**
 - What is the main question (issue) in the case?
 - Clearly list the 3 core problems in the case?
 - Briefly but clearly explain the causes of each problem you identified?
- This should be no more than 1 page.
- Turn in your **typed** work on MyCourse before 8:20 on the due date of the assignment and turn in a copy (typed) at the **beginning of class**.
- Please note that you are being asked to identify problems not provide solutions or recommendations.

2. Case: Group Assignment – You must involve the class

- Detailed overview of the case identifying all the major players and their point of view.
- Identify the main issue and its root cause
- Make a list of critical questions that anyone trying to resolve this issue must ask, or find answers to and explain why each question is important (what valuable information will the answer provide us)
- Make an assumption based on information you gather from outside sources, and come up with a clear action plan.

3. Article Presentation and Practical Application (group work) 45 minutes total:

A 30 minutes

1. Detailed overview of the article
2. Interactive analysis of the major concepts
3. Thought provoking questions about the issues raised in the article
4. What are the key takeaways?
5. The group must **turn in a 1-1.5 page well thought out** explanation of what they learned from the article. You must **think deeply** about the article and discuss the implications of what is written. What you learned means: what is the significance of the information in the article. What did you get out of the article? Why is the article you read important? This is NOT A SUMMARY of the article but a reflexion on the ideas provided in the article and the questions it may have raised in your mind or what the information provided made you realize...

Please note that there may be many interruptions (teacher and students) during your presentation to emphasize, clarify, question or bring in additional information. You've been selected to lead the

discussion, solicit and welcome comments from the class. Our goal is to share knowledge and experiences.

B 15 minutes

1. Practical application (involves the entire class) of the issues raised in the article. You need to find an activity involving many students or the entire class that will illustrate the main ideas expressed in the article.
2. Quickly explain what you attempted to show and your findings.
4. Final Thought Papers (Individual)

Turn it in on **MyCourse** no later than the date communicated. Give a printed copy to the secretary (and do not ask her to print it for you)

This final paper (6-7 pages) should focus on three issues:

1. What you learned about change from your readings, discussions, self-reflections, etc.?
2. How you can apply what you've learned to your current (and future) situation.
3. What you learned about **how YOU deal with change**.

In other words: What did you learn about yourself from discussion or the exercises? About other points of view? What real-world applications do you see for what you learned? How is the material relevant to you in the near term? In the long term?

Note: You are being asked to think/reflect and analyze the course content. The assignment is not a mere summary of the texts. Make sure you answer each question very clearly within the first paragraph of the session before you expand on it (the answer).

Use section headings to make your work easy to follow.

Take the time to proofread your work to eliminate unnecessary errors.

Grading

There will be no make-up work in this class.

Late assignments will receive three points less than the lowest grade received on the assignment.

Attendance & Participation.....	15%
Group work.....	25%
Individual work.....	60%

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

Class participation: Active class participation – this is what makes classes lively and instructive. Come on time and prepared. Class participation is based on quality of comments, not quantity.

Exam policy: In the exam, students will not be allowed to bring any document (except if allowed by the lecturer). Unexcused absences from exams or failure to submit cases will result in zero grades in the calculation of numerical averages. Exams are collected at the end of examination periods.

Course structure

- Readings, lectures, discussions, in-class exercises, case analysis, and a group project.
- Reading materials will be available to the students before the first day of class.

Session	Topic	Articles for Group Presentations	Homework
1	Introduction Change in Process	4 Things Successful Change Leaders Do Well. Data Can Do for Change Mgmt What it Did for Marketing. What FDR Knew About Managing Fear in Times of Change. Stop Using the Excuse “Organizational Change is Hard”.	
2	Understanding the Role of Communication Style	Cracking the Code of Change Choosing Strategies for Change The Biology of Corporate Survival.	Case: Welcome Aboard but Don't Change a Thing
3	How to Manage Positive and Negative Reactions	The Hard Side of Change Mgmt. Decoding Resistance to Change. Why Do Employees Resist Change. The Real Reason People Don't Change.	
4	Managing Resistance	Overcoming Resistance to Change. Overcoming Resistance to Change with Two Conversations. Leading Change: Why transformation Efforts fail. Rethinking the Corporate Love Affair with Change.	Case: Too Old to Learn
5	Strategies for Organising Change Programs	Leading the Team You Inherit. Leading Effectively When You Inherit a Mess. What Spinning Off a GE Bus. Thought Me...	Case: How Much Should a New CEO Shake Things Up?
6	Strategies for Organising Change Programs		

Academic integrity

Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Academic calendar

The pedagogical assistant will give you directly the schedule at the begin of the semester