

Course Syllabus

Change Management: Skills to Successfully Lead Organizations

A. General Information

1. Academic Unit	SCHOOL OF BUSINESS AND ECONOMICS				
2. Degree	BUSINESS				
3. Code	DRI356				
4. Number of classes per week	2				
5. Location in Curriculum	5TH YEAR				
6. Credits	10				
7. Classes by Professor	Theory	X		Practice	X
8. Classes by Teaching Assistant	None				
9. Course Type			Elective	X	
10. Prerequisite	None				

B. Contribution to the Graduate's Profile

Just a few decades ago, the top management of companies could plan specific strategies and implement them in the course of a few years and not have to worry about having to modify them.

The XXI century clearly presents us a totally different picture: markets in permanent change, globalization, changes in government policies, emerging technologies, fine change in consumer needs, etc. All of the above has lead to the fact the strategic management has become much more difficult and critical in time, with the corresponding changes companies have had to implement.

The objective of this course is to deliver the appropriate knowledge on the process of change management, i.e. how the process and implementation of change management unfolds within companies. Concretely, we will center our attention on seven major topics.

- Images of managing change
- Why organizations change
- What changes in organizations
- Diagnosing change
- Resistance to change
- Implementing change

- Strategies and skills for communicating change

In this course we will analyze and discuss real life time cases that provide us different contexts for applying the concepts learned. Any concept, theory or model that you may have learned in other courses is relevant, in so far as it helps you to understand the organization and its change process better.

Thus, an important objective in this course is to help you develop a framework for thinking in terms of how to approach a change process, as well as to learn to appreciate the tools and techniques available, understand the contexts and in the final analysis learn how to apply creative solutions to complex situations.

Given all of the above, this course will contribute to the student's graduating profile, by providing the tools for leading change, and contribute to the understanding that even when initiating his own entrepreneurial initiative, change will be a pervasive phenomenon

C. General Learning Objectives of the Course

- 1.- Understand why change is both a creative and a rational process
- 2.- Understand the importance of organizational images and mental models
- 3.- Identify and outline different images of managing and of change outcomes.
- 4.- Understand environmental pressures propelling organizations towards change.
- 5.-Articulate arguments why not all organizations are affected equally by pressures for change

Content of Units/Units	Learning Objective
Unit 1 The Concept of Change: A Creative and Rational Process UNIT II Managing Change	<ul style="list-style-type: none"> • Understand why change is both a creative and a rational process. • Identify why there are limits on what the manager of change can achieve. • Understand the importance of organizational images and mental models. • Identify different images of managing and of change outcomes.

<p>Unit III Why Organizations Change</p> <p>UNIT IV. What Changes in Organizations</p> <p>UNIT V. Diagnosis for Change</p> <p>UNIT VI. Resistance to Change</p> <p>UNIT VII. Implementing Change: Organization Development</p> <p>UNIT VIII. Implementing Change: Change Management</p> <p>UNIT IX. Linking Vision and Change</p> <p>UNIT IX. Strategies for Communicating Change</p> <p>UNIT XI. Skills for Communicating Change</p>	<ul style="list-style-type: none"> • Understand environmental pressures propelling organizations towards change. • Articulate arguments about why not all organizations are affected equally by such pressures • Understand the distinction between first-order and second-order change. • Outline alternative concepts of change • Understand the role of diagnostic models. • Apply a range of diagnostic instruments relevant to various aspects of the process of managing. • Identify signs of resistance to change. • Understand reasons for resistance to change. • Appreciate more clearly the organizational change approaches underpinning the <i>coach</i> and <i>interpreter</i> images of managing change. • Understand the organization development (OD) approach to change • Appreciate more clearly the organizational change approaches underpinning the <i>director</i> and <i>navigator</i> images of managing change. • Understand the change management approach to change • Appreciate how approaches to vision change and differ • Identify the attributes of what makes a meaningful vision • Identify communication strategies appropriate to different images of managing change. • Appreciate a variety of strategies involved in communicating change.
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<p>UNIT XII. Sustaining Change</p>	<ul style="list-style-type: none"> ● Identify communication skills appropriate for different images of managing change ● Appreciate the breadth of skills needed in communicating change ● Recognize the difference between the appearance of change and change imbedded in the organization ● Identify a range of action that can assist in sustaining change
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E. Teaching Strategies

I am a firm believer in “active learning” which involves students in “doing things” and to meditate about the things they are doing. In this course there is less emphasis in transmitting information and more emphasis in developing students’ skills and exploration of their own attitudes and values.

Viewed in the aforementioned perspective, the role of the instructor becomes one of a “facilitator” in the student’s learning process. This methodology is particularly appropriate in change management since often times there are no true or false answers.

In terms of readings, I expect you to read the assigned bibliography **before** each class session. In class we will discuss applications and delve deeper into the main issues at hand; think about the material and analyze it in relation to your own organization and other related experiences.

This course will involve the following work and assignments:

- Analysis and write up of cases in groups.
- Group preparation and presentation of the assigned bibliography using available current technology (power point, overheads, etc).

F. Evaluation

COURSE METHODOLOGY

1. Presentation on behalf of a group of students of the assigned bibliography.
2. Lecture and clarification by the instructor.

4. Case analysis. Preparation of class discussion of the assigned case will include: understanding the facts, identifying the main issues, using concepts for the analysis, identifying viable alternatives for action, and choosing one that enhances the company's competitive position.

PERFORMANCE EVALUATION

*	Mid Terms	30%
*	Presentations	20%
*	Cases	20 %
*	Exam	30 %

G. Class Resources

Reading: Texts, magazines, articles and notes, sites supporting the main subjects in the course. A basic and supplemental bibliography may be provided.

Internet: Web sites, web platforms, etc.

Other resources.

H. Bibliography

1.-Managing Organizational Change, Palmer ,Dunfors, Akin, 2ed.

2.-SELECTED ARTICLES (See assignments by class)