Geoffrey Matthews

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HS PF

Change Management
(GMT5702)

Syllabus

Summer Term 2021

Time:	8 lectures on April 9, 15, 23 and 30; June 14, 18, 21 and 25.
	Lectures will take place during 11:30-15:15 except for April 15 (15:30-19:00), June 14 and 21 (13:45-17:15) and June 25 (11:30-13:00).
	Apart from June 25, all sessions will consist of 2 90' lectures with a 30' break in the middle (for sessions starting at 11:30, the break will be extended to 45' to allow more time for lunch).
Room:	N/A – all sessions will be delivered online.
Begin:	**April 9, 2021**
Lecturer:	Geoffrey Matthews, MA, has been responsible for leading major transformation programs in a number of global companies and is a writer and consultant in the areas of organizational development and change. A Fellow of the UK's Management and HR professional institutes (FCMI, FCIPD), he is also co-author of "Engaged: Unleashing Your Organization's Potential Through Employee Engagement", which was shortlisted for the CMI Management Book of the Year Award.
ECTS-Credits:	2
Level:	Advanced Level II
Prerequisites:	-
Accessibility:	Elective course for 2nd semester MBA-IM students

Target Group:

Change Management can be broadly defined as a discipline and set of frameworks and capabilities for driving business results by changing organisations, including behaviours, culture, processes and activities.   Communications, collaboration, management and leadership are essential elements in driving successful change.

The course is designed for MBA students desiring to learn more about the different aspects of change dynamics and practices in organizations but also who desire to enhance their own personal change capabilities. The knowledge acquired in the course, including the discussions of best practices and cases, will allow the student to better understand and act

upon different situations where businesses need to change. The first part of the course covers the different models and theories associated with management of change as well as specific change situations often facing businesses such as restructuring, mergers and acquisitions, etc. The second part examines how to respond to the challenge of faster and more complex issues facing businesses (such as digital transformation) and how to create increased change capacity and greater agility in order to confront such challenges.

Learning objectives:

1. Provide students with an overview and understanding of theories, concepts and frameworks underlying the practice of management of change and transformations.

2. Provide student with the skills, tools and best practices needed to analyze different change situations.

3. Applying the above through case studies and reviews of actual change situations so that students gain practical experience in how to management change effectively.

Course Contents (brief description / course structure):

Sessions 1 (April 9)

- Introduction to course and key aspects of organizational change
- Theoretical models and theories of change - key frameworks

Session 2 (April 15)

- The psychology of change
- Sponsorship and communication of change
- Assignment:
  - Reading Daimler-Chrysler case study

Session 3 (April 23)

- Debrief on Daimler-Chrysler case study
- Corporate culture and culture change

Session 4 (April 30)

- Managing the change process (planning, tracking metrics, etc)
- Different types of directed change (downsizing, M&A, etc).
- Assignment:
  - Daimler-Chrysler (team project and presentation)

Session 5 (June 14)

- Team presentations and feedback
- Directed change – is it always the answer?

Session 6 (June 18)

- What can increase change capacity?
- Creating agile organisations
- Assignment:
  - Reading Digital Transformation at GE case study

Session 7 (June 21)

- Managing complex change
- Debrief on GE case study
- What's different about digital change?

Session 8 (June 25)

- Leading change – your role
- Course review and feedback
- Introduction to post-course reflection paper
- Call to action

Teaching Methods:

- Lecture and class discussions
- Case studies discussions
- One team project (executive presentation)
- One reflection paper following the course

Grading:

Team project: 50%
Prepare an executive presentation/proposal on the third day based on the Daimler-Chrysler case study. Marking will take account of the content of the presentation (evidence-driven, quality of argument) as well as how well it is conveyed (visual support, quality of presentation delivery). Marking will also reflect how well the team responds to questions or challenges raised by other teams.

Reflection Paper: 50%
Students are expected to submit a reflection piece (maximum 500 words) a maximum of a week after the final lecture. All students are invited and encouraged to reflect on the following 2 questions:

a. What are the 3-5 most important things I learned in this course?

b. What are 3 ways in which I plan to address future change situations differently as a result?

Marking will take account of how far the reflection paper evidences clarity and criticality of thinking, self-awareness, and reference to past experience as well as knowledge acquired during the module.

Availability of the lecturer:

Geoffrey Matthews
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(Swiss) cell phone number: +41 79 596 55 39

Compulsory Reading:

- Cameron, E. & Green, M. (2020) *Making Sense of Change Management (5th ed.)* London, UK: Kogan Page (Part 1, pp. 103-251 is compulsory reading)

- Cohen, D.S. (2005) *The Heart of Change Field Guide: Tools and Tactics for Leading Change in Your Organization*. Boston, MA: Harvard Business Press (NB 3 copies of this are also available electronically)

Selected Reference Books and Articles:

- Bridges, W. (2017) *Managing Transitions: Making the Most of Change* (4th ed.). London, UK: Nicholas Brealey Publishing

- Holbeche, L. (2015) *The Agile Organization*. London, UK: Kogan Page

- Kerber, K. and Buono, A. (2005) Rethinking Organizational Change: Reframing the Challenge of Change Management. *Organization Development Journal* Vol. 23, 23-38

- Kotter, JP (1995) Leading change: Why transformation efforts fail. *Harvard Business Review* Vol. 73, 259–267

- Marshak, R. (2007) The Hidden Dimensions of Organizational Change. *SC Insights* Vol. 1:2 – see http://www.strategic-concepts.com/uploads/1/1/2/9/11299865/hiddendimjul07vol1-2.pdf

- Pasmore, B. (2015) White Paper: It's a New Game – Leading Complex, Continuous Change. *Center for Creative Leadership* – see https://www.ccl.org/wp-content/uploads/2015/08/continuous-change-white-paper.pdf