

Syllabus
GMT5702 Change Management
 Geoffrey Matthews
 Summer Semester 2023

Level	Master	
Credits	2 ECTS-Credits	
Student Contact Hours	30 hours	
Workload	60 hours (30 contact hours + 30 hours of self-study and group work)	
Prerequisites	-	
Time	See MBA schedule	
Room	Online (March-April classes) and Room W4.1.06 (June 5-6)	
Start Date	31st March 2023	
Lecturer(s)	Name	Geoffrey Matthews
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Summary

Change is all around us, reflected in trends such as digitalisation, climate disruption, demographic and migratory shifts as well as new patterns of work and consumer behaviour. Nearly 40% of CEOs believe their firms will cease to be viable in ten years' time unless they transform*, and so change management is a critical competency required by organisations today.

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.

This elective course is designed for MBA students desiring to learn more about the different aspects of change dynamics and practices in organizations but also who want to enhance their own personal change capabilities.

Outline of the Course

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 contributions to the MBA program goals / learning outcomes

Goal	Learning Objectives	Course Contributions to Goal	Assessment
1 Responsible leadership in organizational contexts	1.1 Knowledge of leadership principles 1.2 Application of leadership principles 1.3 Critical reflection of leadership concepts	Familiarity with key skills in leading change and mobilizing stakeholders Gain an understanding of the psychological and cultural aspects of organizational change	Reflection Paper on change leadership learnings from the course.

* See PwC's 26th Annual Global CEO Survey (2023) at <https://www.pwc.com/gx/en/issues/c-suite-insights/ceo-survey-2023.html>

2 Creative problem solving skills in a complex business environment	2.1 Ability to identify, differentiate and classify problems 2.2 Ability to analyze problems (instrumental competence) 2.3 Ability to find creative solutions (systemic competence) 2.4 Ability to present problems (communicative competence)	Develop the ability to think critically about organizational change and identify best fit approaches Competence in addressing change holistically and systemically Ability to communicate proposals effectively and convincingly to others	Team Project with the opportunity to address a specific case study.
3 Research Skills	3.1 Methodological knowledge (extending knowledge) 3.2 Competence in applying relevant state of the art research methods (instrumental competence) 3.3 Ability to collect innovative results by using relevant research methods (systemic competence)	Gain familiarity with key change management models Understand the importance of measurement of change initiatives and the role of KPIs	Team Project (see above)
4 Management of Innovation	4.1 Fundamental knowledge of operational innovation processes 4.2 Ability to assess a company's innovation potential 4.3 Ability to develop complex technological strategies	Creating more agile and change-ready organisations Addressing the challenges of rapid change generated by digital innovation	Reflection Paper (see above)
5 Management of the challenges of global sustainability and awareness for social and corporate responsibilities	5.1 Fundamental knowledge of sustainability issues 5.2 Ability to identify and analyze sustainability issues and its causes 5.3 Development of sustainability strategies	-	-

Teaching and Learning Approach

- Lecture and class discussions, combining theory with multiple business examples
- Case studies discussions
- One team project (executive presentation)
- One reflection paper following the course

Literature and Course Materials

The following are set books:

- 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)

Three case studies (Air France, Daimler-Chrysler and GE) will also be covered during the course.

A background reading list, allowing deeper exploration of key topics, will also be provided.

Assessment

Team project: 50%

Prepare an executive presentation based on the Air France 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.

Schedule

Sessions 1 (March 31)

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

Session 2 (April 1)

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

Session 3 (April 14)

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

Session 4 (April 18)

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

Session 5 (June 5)

- Team presentations on Air France case study and feedback
- Alternatives to directed change
- Increasing change capacity
- Creating agile organisations

- Assignment:
 - Reading Digital Transformation at GE case study

Session 6 (June 6)

- Managing complex change
- Debrief on GE case study
- What's different about digital change?
- Leading change – your role
- Course review and feedback
- Introduction to post-course reflection paper
- Call to action

Information about the 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.