

Syllabus
GMT5702 Change Management
 Geoffrey Matthews
 Summer Semester 2024

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 (April classes) and Room W4.1.06 (June 10-11)	
Start Date	April 5th 2024	
Lecturer(s)	Name	Geoffrey Matthews
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Information about the Lecturer

Geoffrey Matthews, MA, has been responsible for leading major transformation programs in a number of global companies such as HP, Merck and Nestlé 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.

Summary

Change is all around us, reflected in trends such as digitalisation and AI, climate disruption, demographic and migratory shifts as well as new patterns of work and consumer behaviour. A recent survey of CEOs reported that 45% of them believed their firms will cease to be viable in ten years' time unless they transform, with 76% taking at least one action in the past 5 years that had a large or very large impact on their company's business model.¹ As a result, effective 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.

¹ See PwC's 27th Annual Global CEO Survey (2024) at <http://tinyurl.com/2skrtm84>

Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes		Course Intended Learning Outcomes	Assessment Methods	
After completion of the program the students will be able...		After completion of the course the students will be able...	Presentation	Essay
			50%	50%
			Collective	Individual
1	Responsible Leadership in Organizational Contexts			
1.1	... to know and explain important leadership principles.	...to know the core skills, tools and best practices relevant for different change situations.	X	X
1.2	... to apply leadership concepts to an organizational context or a specific case.	...to apply key skills in leading change and mobilizing stakeholders.	X	
1.3	... to critically reflect on leadership concepts in a certain organizational context or in a specific case.	...to tailor their approach to change based on the context and culture of each organization.	X	X
1.4	... to act responsibly from a scientific self-understanding and to act professionally.	...to be self-aware about their role as a change leader as well as take care of their own well-being.		X
2	Creative Problem Solving Skills in a Complex Business Environment			
2.1	... to identify & classify problems.	...to diagnose the different types of change that may occur.	X	X
2.2	... to analyze problems.	...to recognize how change should be addressed holistically and systemically, rather than through piecemeal actions.	X	
2.3	... to creatively solve problems.	...to think critically about organizational change and develop 'best fit' approaches, drawing on class studies of specific cases and reviews of actual change situations.	X	X
2.4	... to explain problems and their solutions in a comprehensive manner.to communicate proposals effectively and convincingly to others	X	
3	Applied research skills			
3.1	... to know the research and analysis methods important in his/her field of study.	...to have an understanding of the main theories, concepts and frameworks of change management.	X	
3.2	... to appropriately apply the research and analysis methods.	...to measure the effectiveness of change initiatives and understand the role of KPIs.	X	
4	Innovation management and management of digital transformation			
4.1	... to have fundamental knowledge of operational innovation processes and of processes of digital transformation.	...to understand how agile and other such approaches can create more change-ready organisations.		X
4.3	... to develop complex technological strategies and strategies for managing digital transformation.	... to understand the specific challenges presented by of rapid change generated by digital innovation and potential strategies to address them.		X
5	Management of the challenges of global sustainability and awareness for social and corporate responsibilities			
5.1	... to have a sound basic knowledge of sustainability issues.	...to understand and act on the psychological and cultural aspects of organizational change.	X	X

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 (April 5)

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

Session 2 (April 6)

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

Session 3 (April 19)

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

Session 4 (April 20)

- 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 10)

- 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 11)

- 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