



18th LJUBLJANA SUMMER SCHOOL
Take the Best from East and West
3 - 21 July 2017

University of Ljubljana

FACULTY OF
ECONOMICS

LJUBLJANA SUMMER SCHOOL 2017

COURSE TITLE: **CHANGE MANAGEMENT**

Type of course: Bachelor course (for students in the final year of study) & Master course

Lecturer: **Dr John McMackin**, Lecturer in HRM and Organisational Behaviour
Msc in Leadership and Organisational Behaviour Programme Director
Dublin City University, Ireland

ECTS credits: 7

Aims of the course:

Charles Darwin observed, "It is not the most intellectual of the species that survives; it is not the strongest that survives; but the species that survives is the one that is able best to adapt and adjust to the changing environment in which it finds itself"

In increasingly competitive and turbulent environments, an ability to effectively manage and sustain organisational change is a vital determinant of organisational survival and competitive advantage. This course aims to introduce students to the concept of change management in organisations, considering the key theories and research in this domain. The student will also develop the knowledge and skills required to manage change more effectively and thus, on completion of the course, will be prepared to apply the material in the workplace. Specifically, the course aims to:

- Introduce students to the complex and multi-dimensional nature of organisational change
- Explore the dynamic context of change by considering the multitude of external and internal factors that drive or impact on change.
- Develop students' critical understanding of the various models, approaches and methodologies that explain the management of change and an ability to apply these frameworks in different change contexts.
- Consider the barriers and challenges associated with the implementation of organisational change and develop students' awareness of potential strategies to overcome these obstacles and gain positive stakeholder engagement

Course syllabus:

Indicative Course schedule¹:

¹ Schedule and topics are indicative, and will be confirmed at the start of the module



- Tue 4th** **Introduction to the Module**
 Course introduction and objectives
 Exploration, Exploitation and Ambidexterity
- Wed 5th** **Exploration – Strategic innovation**
 Blue Ocean Strategy
 The challenge of organisational culture
- Thu 6th:** **Exploitation – Lean Principles in Action**
 Lean as an operational strategy
 Balancing exploration and exploitation – implications for change leadership
- Mon 10th:** **Implementing Change: Hard and Soft Systems Models of Change**
 Difficult and messy change situations
 Hard systems models of change
 Soft systems models of change
- Tue 11th:** **Models of Change Management**
Preparing for Change: Creating the conditions for sustainable change implementation
 Implementing Large Scale change – Kotter’s 8 step model
- Wed 12th:** **Practical Workshop**
 Change Consultancy Exercise: Diagnosing a change context, designing solutions and presenting recommendations
- Thu 13th** **Obstacles to change**
 Barriers, resistance and challenges associated with change implementation
 Diagnosing and overcoming obstacles
 The psychology of Change
 Case study
- Mon 17th:** **The Emotionally Intelligent Change Leader I**
 Emotional Intelligence as the foundation for Ambidextrous Leadership
- Tue 18th:** **The Emotionally Intelligent Change Leader II**
 Lean leadership and Leading Innovation
 Module review
- Wed 19th:** **Group in class presentations**
Written case assignment due today
- Thu 20th:** **Study day - No class meeting on this date**

Bibliography

- Recommended book: O'Reilly, Charles A., and Michael Tushman. *Lead and Disrupt: How to Solve the Innovator's Dilemma*. Stanford, CA: Stanford Business Books, 2016

Sample of assigned readings (articles)²:

- Goleman, D. (2004). What Makes a Leader? *Harvard Business Review*, 82(1), 82-9
- Kotter, J. P. 2007. Leading change. *Harvard Business Review*, Vol. 85 Issue 1, p96-103
- Kotter, J.P., & Schlesinger, L.A. 2008. Choosing strategies for change. *Harvard Business Review*, July, pp 3 – 10
- Reilly, C.A., & Tushman, M.L, 2013. Organizational ambidexterity: Past, present, and future. , *The Academy of Management Perspectives* 27 (4), 324-338
- Nadler, D.A. & Tushman, M.L. 1987. Organizational frame bending: Principles for managing reorientation. *The Academy of Management Executive*, Vol. 3, No. 3, pp. 194-204

Teaching methods:

The course provides a strong practitioner perspective and will thus utilise a variety of teaching methods including lectures, group exercises, case study analysis, readings, discussions and multi-media material. The course learning philosophy is heavily based on student participation and interaction and on completion of the designated readings and case studies.

Prerequisites:

None

Examination methods:

Assessment for this course will have two components:

1. A group presentation (50% of grade)

Teams will act as external change management consultants who taken on the role of analysing and recommending a process of organisational change.

The purpose of the assignment is to apply the tools and concepts we have been learning to gain useful practical insights into a real change situation. The situation can involve change at a team or organisational level. **You must email me with the topic and a draft outline no later than Tuesday 11th.** I will provide you with feedback on the outline. Your presentation should be 15 minutes, and you should be prepared to answer questions from your classmates. I would encourage you to be creative in how you present; you can use whatever method you think will be most effective in communicating your message.

² Electronic copies of the all assigned articles and case studies will be made available from the start of the module on the student website

2. Individual written case analysis (50%)

Students will be provided with a case study with questions which will be handed out in class on Tuesday July 15th. You must submit your analysis of the case no later than our class meeting on Wednesday 19th July. The analysis must be typed, double spaced and no longer than 1500 words. The word count must be shown on the cover page of your submission.

Note: This course is comparable to the officially accredited course Change Management_course code: 196092 (ECTS: 7) at the Faculty of Economics, University of Ljubljana.

