

DEREE COLLEGE SYLLABUS FOR: MG 4122 MANAGING ORGANIZATIONAL CHANGE			
(Updated Fall 2021)	UK LEVEL: 6 UK CREDITS: 15 US CREDITS: 3/0/3		
PREREQUISITES:	MG 2003 Management Principles or MG 2014 Introduction to HRM		
CATALOG DESCRIPTION:	Theories, principles and practices of change. The organizational change process and overcoming resistance to change. Organizational development, intervention processes and the effective implementation of change strategies to improve organizational effectiveness including diversity driven change and inclusion strategies.		
RATIONALE:	In a dynamic and increasingly complex environment (e.g., pandemic, technological developments, demographic shifts, geopolitical tensions, trade wars, changes in consumer needs and expectations), managers confront accelerating change and innovation disrupting many areas of organizations' operations. However, most change initiatives fail to meet their intended outcomes. Thus, the management of organizational change remains a topic of strategic importance for most organizations. In today's environment, a manager must be able to design and communicate strategies that tackle resistance to change and enable the organization to effectively adapt and co-evolve with a rapidly changing environment. This course will help students to develop the skills, knowledge and abilities required to improve organizational effectiveness through planned systematic interventions.		
LEARNING OUTCOMES:	As a result of taking this course, the student should be able to: <ol style="list-style-type: none"> 1. Assess the drivers and pressures that produce organizational change and evaluate interventions for effective change management. 2. Diagnose the areas of an organization and its operations that will need to change and formulate actions that can contribute to the sustainability of change. 3. Evaluate the causes that contribute to resistance to change and evaluate strategies to address implementation challenges. 		
METHOD OF TEACHING AND LEARNING:	In congruence with the teaching and learning strategy of the college, the following tools are used: <ul style="list-style-type: none"> ➤ Classes consist of lectures, case studies, experiential exercises, self-assessments, and in-class discussion of related material. ➤ Office hours: students are encouraged to make full use of the office hours of their instructor, where they can ask questions, see their exam paper, and/or go over lecture material. ➤ Use of Blackboard, where instructors post lecture notes, online quizzes assignment instructions, required readings, timely announcements, as well as additional resources. 		
ASSESSMENT:	<p>Summative:</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 70%;">First Assessment Written project; Individual; 2,300 – 2,700</td> <td style="width: 30%; text-align: center;">60%</td> </tr> </table>	First Assessment Written project; Individual; 2,300 – 2,700	60%
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	<table border="1" data-bbox="516 50 1211 121"> <tr> <td>Final Assessment</td> <td>40%</td> </tr> <tr> <td>Final examination (2-hour, essay-type)</td> <td></td> </tr> </table> <p>Formative:</p> <table border="1" data-bbox="516 216 1211 247"> <tr> <td>Case studies, experiential exercises</td> <td>0%</td> </tr> </table> <p>The formative course work aims to prepare students for the written project and for the final examination. The written project tests Learning Outcome 1. The final examination tests Learning Outcomes 2 and 3. Students are required to resit failed assessments in this module.</p>	Final Assessment	40%	Final examination (2-hour, essay-type)		Case studies, experiential exercises	0%
Final Assessment	40%						
Final examination (2-hour, essay-type)							
Case studies, experiential exercises	0%						
INDICATIVE READING:	<p>RECOMMENDED READING:</p> <p>Palmer, I., Dunford, R., Buchanan, D. (2017). <i>Managing organizational change: a multiple perspectives approach</i>, third edition International Edition. McGraw Hill.</p>						
	<p>RECOMMENDED READING:</p> <p>Allen, J. B., Jain, S., & Church, A. H. (2020). Using a Pulse Survey Approach to Drive Organizational Change. <i>Organization Development Review</i>, 52(3), 62–68.</p> <p>Anderson, D. (2011). <i>Organization Development: The Process of Leading Organizational Change</i>. SAGE Publications.</p> <p>Appelbaum, S. H., Habashy, S., Malo, J. L., & Shafiq, H. (2012). Back to the future: revisiting Kotter's 1996 change model. <i>Journal of Management Development</i>, 31(8), 764-782.</p> <p>Argyres, N., Rios, L. A., & Silverman, B. S. (2020). Organizational change and the dynamics of innovation: Formal R&D structure and intrafirm inventor networks. <i>Strategic Management Journal</i>, 41(11), 2015–2049. https://doi.org/10.1002/smj.3217</p> <p>Brand, M. J., Croonen, E. P., & Welsh, D. H. (2016). Successfully managing chain-wide transformational change. <i>Organizational Dynamics</i>, 2(45), 94-103.</p> <p>Canato, A., & Ravasi, D. (2015). Managing long-lasting cultural changes. <i>Organizational Dynamics</i>, 44(1), 75-82.</p> <p>Coruzzi, C. A. (2020). Leading change with intelligence: The Power of Diagnosis in Creating Organizational Renewal. <i>The Journal of Applied Behavioral Science</i>, 56(4), 420-436.</p> <p>De Keyser, B., Guiette, A., & Vandembemt, K. (2021). On the dynamics of failure in organizational change: A dialectical perspective. <i>Human Relations</i>, 74(2), 234.</p> <p>Goodstein, L. D., & Burke, W. W. (1991). Creating successful organization change. <i>Organizational Dynamics</i>, 19(4), 5-17.</p> <p>Halm, D. (2014). The 30% solution: A six-step method for managing change. <i>Organization Development Practitioner</i>, 46(1), 42-48.</p> <p>Harden, E., Ford, L. R., Pattie, M., & Lanier, P. (2021). Understanding</p>						

	<p>organizational change management: the role of micro and macro influences. <i>Leadership & Organization Development Journal</i>, 42(1), 144.</p> <p>Hong, P. C., Kallarakal, T. K., Moina, M., & Hopkins, M. (2019). Managing change, growth and transformation. <i>Journal of Management Development</i>, 28(4), 298-311.</p> <p>Hrebiniak, L. G. (2006). Obstacles to effective strategy implementation. <i>Organizational Dynamics</i>, 35(1), 12-31.</p> <p>Kotter J, Kim, W, Mauborgne R. (2011). <i>HBR's 10 Must Reads on Change Management</i>. Boston, MA: Harvard Business School Publishing Corporation.</p> <p>Mazzei, A., & Quaratino, L. (2013). Designing Organizational Change: Learning from a Grounded Research Project. <i>Journal of Management & Change</i>, 30/31(1/2), 166-179.</p> <p>Quy Nguyen Huy, Corley, K. G., & Kraatz, M. S. (2014). From Support to Mutiny: Shifting Legitimacy Judgments and Emotional Reactions Impacting the Implementation of Radical Change. <i>Academy of Management Journal</i>, 57(6), 1650–1680. https://doi.org/10.5465/amj.2012.0074</p> <p>Samal, A., & Chatterjee, D. (2020). Rethinking Organizational Change: Towards a Conceptual Framework. <i>South Asian Journal of Management</i>, 27(2), 30–53.</p> <p>Schwarz, G. M., Bouckenoghe, D., & Vakola, M. (2021). Organizational change failure: Framing the process of failing. <i>Human Relations</i>, 74(2), 159–179. https://doi.org/10.1177/0018726720942297</p> <p>Sorensen, P. F., Yaeger, T. F., Savall, H., Zardet, V., Bonnet, M., & Peron, M. (2010). A Review of Two Major Global and International Approaches to Organizational Change: SEAM and Appreciative Inquiry. <i>Organization Development Journal</i>, 28(4), 31–39.</p> <p>Tichy, N. M. (1982). Managing change strategically: The technical, political, and cultural keys. <i>Organizational Dynamics</i>, 11(2), 59-80.</p> <p>William J. Rothwell, Jacqueline M. Stavros, Roland L. Sullivan, Arielle Sullivan, (2009), <i>Practicing Organization Development: A Guide for Leading Change</i>, Pfeiffer</p> <p>Worley, C. G., & Mohrman, S. A. (2014). Is change management obsolete? <i>Organizational Dynamics</i>, 43(3), 214-224.</p>
<p>COMMUNICATION REQUIREMENTS:</p>	<p>Use of appropriate academic conventions as applicable in oral and written communications.</p>
<p>SOFTWARE REQUIREMENTS:</p>	<p>MS Office</p>
<p>WWW RESOURCES:</p>	<p>www.ft.com www.economist.com www.hbr.org www.kathimerini.gr www.capital.gr www.hrpro.gr www.nyt.com</p>

	www.naftemporiki.gr www.globaledge.msu.edu hstalks.com sloanreview.mit.edu
INDICATIVE CONTENT:	<ol style="list-style-type: none">1. Perspectives on change management2. Pressures and drivers for change3. Models for diagnosing the need and readiness for change4. Types and key dimensions of change5. Crafting effective visions of change6. Change communication strategies7. Resistance to change8. Organization development and sense-making approaches to change9. Processual and contingency approaches of change management10. Sustaining changes versus initiative decay11. Improving change management capabilities