

Change Management

UGRA_015542

Departments	Department of People Management & Organisation
Teaching Languages	English
ECTS	5
Teacher responsible	Wietrak Emilia Anna - emilia.wietrak@esade.edu

Course Goals

By the end of this course, the students will be able to:

- Identify the key drivers and challenges of organizational change.
- Explain different change management models and frameworks and apply them to real-world scenarios.
- Identify and address resistance to change.
- Develop communication and interpersonal skills to engage stakeholders and build support for change initiatives.
- Design and implement change plans, incorporating strategies for monitoring, evaluating, and sustaining change.

Prerequisites

No prerequisites are required.

Teaching methodology

The pedagogical approach will be based on case studies, group exercises, simulations, and a mix of lectures and class discussions. The appropriate teaching method will be chosen depending on the learning objectives of each class session.

Description

Course contribution to program

This course is designed for the students who aspire to be effective change agents in their future careers. It provides a comprehensive overview of the theories, models, research, and practices of change management, with a focus on developing the skills needed to initiate, lead, and implement change successfully within organizations.

Throughout the course, you will gain insights into the complexities of organizational change, explore various change management frameworks, and learn how to navigate resistance to change. You will also develop practical skills in communication, collaboration, and problem-solving, which are essential for effective change leadership.

Bibliography

Kotter, J. P., & Schlesinger, L. A. (2008)., Choosing Strategies for Change., Harvard Business Review. (Article)

Stouten, J., Rousseau, D. M., & De Cremer, D. (2018)., Successful organizational change: Integrating the management practice and scholarly literatures., *Academy of Management Annals*, 12(2), 752-788. (Article)

Kotter, J. P. (2008)., *Leading Change: Why Transformation Efforts Fail*., Harvard Business Review. (Article)

Ten Have, S., Ten Have, W., Huijsmans, A. B., & Otto, M. (2016)., *Reconsidering change management: Applying evidence-based insights in change management practice*., Routledge. (Book)

Activities

In-class discussions and debates

Analytical exercises

Role-play exercises and simulations

Quizzes/tests

Group presentations

Readings

Essays

Case study analyses

Content

#	Topic
1	1. Understanding Change. * Introduction to Change Management: What is change, why is it important, and what are the different types of change organizations face? * Theories of Change: Explore foundational change management models like Lewin's three-step model, Kotter's eight-step model, and the ADKAR model. * Diagnosing the Need for Change: Learn to identify the internal and external forces driving change and assess your organization's readiness for it.
2	2. Planning and Designing Change. * Creating a Vision for Change: Craft a compelling vision that aligns with organizational goals and inspires stakeholders. * Designing and Implementing Change Plans: Develop detailed action plans, including timelines, resource allocation, and communication strategies. * Ethical Considerations in Change Management: Understand the ethical implications of change and ensure transparency, fairness, and respect for individual rights.
3	3. Building Support and Overcoming Resistance. * Building Support for Change: Identify key stakeholders, understand their needs and concerns, and build coalitions to champion your initiatives. * Overcoming Resistance to Change: Recognize sources of resistance, develop strategies to address them, and manage conflict effectively. * Change Communication: Master effective communication strategies to inform, engage, and motivate stakeholders throughout the change process.
4	4. Leading and Managing Change Teams. * Leading Change Teams: Build high-performing change teams, foster collaboration, and empower team members to contribute their best. * Understand the roles within change teams, the importance of collaboration, and how effective communication empowers team members. * Explore leader's impact on change, identifying key skills successful leaders use to navigate change..
5	5. Evaluating and Sustaining Change. * Monitoring and Evaluating Change: Track progress, measure the impact of change, and make data-driven adjustments to optimize results. * Sustaining Change: Embed change into the organizational culture, institutionalize new practices, and celebrate successes to ensure long-term impact. * Personal Change and Adaptability: Reflect on your own experiences with change, develop personal strategies for adaptability, and build resilience to thrive in an ever-changing environment.

Assessment

Tool	Assessment tool	Category	Weight %
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Tool	Assessment tool	Category	Weight %
In-class analysis and discussion of issues	Participation, class preparation, and individual reflection	Ordinary round	30.00%
Group project	Team assignments	Ordinary round	30.00%
Written and/or oral exams	Final individual exam	Ordinary round	40.00%

PROGRAMS

BITLASI22-Bachelor in Transformational Leadership and Social Impact (Undergraduates: Business)
 BITLASI22 Year 4 (Optative)