# Change management

## Prof. Giacomo Manara; Prof. Francisco J. Lara

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The objectives of the course are twofold. Firstly, to identify and to understand what happens, in the external scenario as well as inside the organizations, and how it acts as a driver for the change, detailing also the ways the organizations approach the change process in terms of methodologies, resources and results. Secondly, to manage the human side of the change, both on personal basis (skills needed to live and manage the change) and on managerial basis (how to overcome resistances).

At the end of the course, students will be able to:

* identify and interpret the theoretical and conceptual foundations helpful to understand how enterprises face significant changes, within the external scenario as well as inside the organization, and their relative reasons and drivers (knowledge);
* develop the theoretical and conceptual knowledge on leading and managing sustainable change processes and projects, applied to local and global contexts, at both organization and individual levels (knowledge);
* analyse, interpret and discuss academic and empirical data and information and transform them into relevant and actionable knowledge on when, why and how it is necessary to change along the life of local and global organizations (intellectual skill);
* apply valuable theoretical and conceptual knowledge on how to effectively manage and lead change programs and projects (practical skill);
* develop critical understanding of individual reactions to change situations and make ethical decisions on how to lead them (transferable skill).

***COURSE CONTENT***

Module 1 - *Managing change* (Prof. Giacomo Manara)

* The reasons and the drivers for change, external and internal.
* The personal approach to the change
* The nature of organizational change.
* How change emerges in organizations.
* Which organizational structures are more consistent with change.
* Strategies of change and its management.
* Successful processes and projects of organization change: hard and soft systems models for change.
* Sustainable change implementation and its performance.
* The impact of sustainable change on organizations and work environments.

Module 2 - *Leading people to change* (Prof. Francisco J. Lara)

* Social identity of the organizational system: how to investigate it.
* Individual dimensions of the change process.
* Individual reactions to the change process.
* Group dynamics in changing.
* The leadership of the change and the managers involved.
* Learning process, change, monitoring.

***READING LIST[[1]](#footnote-1)***

*Required readings*

G.Manara (by), *Change Management,* Pearson Textbuilder, 2019. [*Acquista da VP*](https://librerie.unicatt.it/scheda-libro/manara-g-lara-f-j/change-management-9788891911094-556301.html)

F.J. Lara, *Basic Approaches to Leadership*, Palgrave McMillan, 2014.

Readings and other course materials available electronically via *Blackboard* online system.

***TEACHING METHOD***

Throughout the course a variety of teaching methods is used to encourage active learning. We combine formal and interactive teaching with projects, audiovisuals, role-plays, simulations, case histories, managers and entrepreneurs’ speeches. Blackboard online system will be intensively used for uploading the materials as well as for interacting with students. Specific coursework assignments are requested to attendees. Coursework assignments may include writing essays and reports, as well as group projects.

***ASSESSMENT METHOD AND CRITERIA***

Students can choose between a multiple assessment route and a single assessment route.

*Multiple assessment route*

Students in the first module (50% of the final mark) are evaluated through:

* One final written test (counting for 75% of the module 1 mark). It includes 2 open questions (each one counting for 25% of the test grade) and 1 short business case (50% of the test grade). The test is scheduled at the end of module 1;
* a group assignment (25% of the module 1 grade) aimed at delivering a proposal of a specific projet regarding how to manage a change in a given company, also scheduled at the end of the module;
* the module 1 grade may be improved by class participation allowing students to receive an overall score ranging from -1 to +2.

Students in the second module (50% of the final mark) are evaluated through:

* a final written test (40% of the module 2 grade), composed of 20 True or False questions; the final test is scheduled at the end of module 2;
* a group assignment (60% of the module 2 grade) aimed at delivering, presenting and discussing a written proposal of a specific project regarding how to lead people to change in a given company, which will be also presented and discussed.

For a PASS in the multiple assessment route, the following conditions must be met: (i) each component of the assessment path is mandatory; (ii) the grade received in each component must greater than or equal to 18. Students who do not pass the multiple assessment route are evaluated according to the single assessment route. Even though attendance is not mandatory for a PASS in the multiple assessment route, it is strongly recommended.

*Single assessment route*

The exam consists of:

* written open questions, which will be assessed during an oral exam (40% of the final grade); open questions are used to assess the intended knowledge outcomes;
* an individual written assignment, which must be sent to the professor with a three days notice and discussed during the oral exam (60% of the final grade); the individual assignment, regarding a business case on a change management situation, is used to assess the intended skill outcomes.

Even though attendance is not mandatory for a PASS in the single assessment route, it is strongly recommended.

*Assessment criteria*

The student's preparation is evaluated according to grading scales which are published in Blackboard.

***NOTES AND PREREQUISITES***

*N. ECTS* - 8

*Enrollment requirements* - A basic knowledge of management and organization theory is required. Students, who may not have such preliminary knowledge, will have to acquire them through an individual study activity, so that they can effectively follow the course.

*Language of instructions* - English

*Time* –7.5 hours per lecture week (7.5 x 8 weeks = 60 hours in total).

*Attendance* – Attendance is strongly recommended.

*Language of instructions* - English

*Associated courses* – Corporate strategy, HR management, Cross cultural management, Project management, Work and Organizational Psychology

*International dimension* – The course is co-taught by an Italian professor and by a Spanish professor. Moreover, international teaching materials are used throughout the course.

*Business connection* - The course makes extensive use of contemporary business cases and examples. Examples are also supported by guest speakers from business companies.

*Professional context* - In professional life, managing change and leading people to change management are deeply embedding in multicultural organizations operating in local and global contexts.

*Further information* – Additional information regarding the course schedule and delivery, learning assessment, expectation and policies, general announcements, and additional course materials will be posted on Blackboard.

1. I testi indicati nella bibliografia sono acquistabili presso le librerie di Ateneo; è possibile acquistarli anche presso altri rivenditori. [↑](#footnote-ref-1)