

Change Management in 2016

GENERAL INFORMATION

The course **Change Management** is designed to Master level students at Estonian Business School. It will be delivered with a slightly different methodology for EBS Tallinn and EBS Helsinki students. See below the timing of the sessions:

	EBS Tallinn	EBS Helsinki
Code	IntMA1/MBA1/MA1	IntMAk1
Timing of the sessions	03.02.2016 17:30-20:45 (4 ac.h.) 400B 16.03.2016 17:30-20:45 (4 ac.h.) 400B 06.04.2016 17:30-20:45 (4 ac.h.) 400B 04.05.2016 17:30-20:45 (4 ac.h.) 400B 18.05.2016 17:30-20:45 (4 ac.h.) 400B Total: 20 academic hours	31.03.2016 10:00-17:15 (8 ac.h.) Muhu 01.04.2016 9:00-17:15 (9 ac.h.) Saaremaa 02.04.2016 9:00-17:15 (9 ac.h.) Kihnu 29.04.2016 13:00-18:00 (6 ac.h.) Muhu Total: 32 academic hours

Course supervisor

Marko Rillo: e-mail: marko@rillo.ee, phone: +372 504 0260

On-line environment

Web community at <http://markorillo.com/for-students/> Register with your real first and last name (written together). Examples: *JohnSmith*, *TeemuKarkkainen*, *OljaMuravjova*, *KatiMand*. Do not use any umlauts, dots, hieroglyphs, cyrillic nor spaces in the username! After registration you will have the access to download the course materials and to the forum.

ASSESSMENT

The final result of the course will be as following - 100 points consists of:

- 30% group work, due date: 27.04.16 (Helsinki) and 16.05.16 (Tallinn)
- 30% journaling change of your habit, due date: 27.04.16 (Helsinki) and 16.05.16 (Tallinn)
- 40% exam

"5", excellent - 91...100; "4", very good - 81...90; "3", good - 71...80; "2", satisfactory - 61...70; "1", poor - 51...60; "0", unsatisfactory - 0...50.

COMPONENTS OF GRADING

Individual Journal. The first assignment is your regular weekly journal where you are going to observe and report upon your success on changing a particular habit. You must focus on personally meaningful issue. E.g. achieving an important objective, stopping smoking, losing weight, overcoming shyness, learning to talk more in large audiences, improving relationship with your close relative or a friend, increasing reading speed, developing a healthy life style, overcoming chronic lateness, and so on. First – formulate your objective and thereafter write a weekly STEP journal on how you managed to change your habits. In your individual journal, focus on two aspects:

- **My strenghts.** What were the 3 things that you did well during the week that brought about some kind of real result. Do not enter too much into detail. Just explain in a couple of words what did you do and achieve. "What is it that I am proud of? What did I achieve? How did my activities help myself? How did they help others? What worked really well? What made it successful? What can I share with the others?" Remember - when you do something proactively then it tends to be "invisible". When your room is a mess, everybody can see it. When it is properly cleaned, it cannot be seen so easily. Therefore – whenever you do something that prepares yourself for the future or what avoids the problems on the future, try to make sure that you keep track of those things and list them also as your strenghts!
- **My development.** Second – practice **humility**. What could be those things that you could have done better, faster, smarter! What could you learn in the future. "What I could have done better next time? What did I learn? If I do not have resources myself, then who could help me?"

Group work. You will divide into groups of 2-3 students. Try to be diverse. Mix male and female, nationalities. Conduct an interview with a manager of a company with more than 10 employees that has recently gone through a transition endeavour. You should audio record their interview (make sure to get the permission from the person you are interviewing). Then transcribe (type) the answers to each of the interview questions with the exact wording used by the person being interviewed. You should also write your reflection about some new ideas you gained about organizational change from this interview.

Exam will focus on theoretical change management concepts and their practical applications. In your exam essay you present a new management idea and change management process for its implementation that will radically develop management practice, in an organization that operates in your country.

In the first part specify clearly the new management concept, technology or method that you propose and prove that your idea is new compared to mainstream practices in your country and useful for organizations. Add references if your ideas are based on best practices and/or methods developed by other authors in other countries.

Second, describe potential problems that the change manager has to overcome in order to implement your new idea and to change established practices. Assess, which prerequisites have to be created in the organization before introducing the change you propose. Can the proposed change lead to resistance to change and to crises situations? After this present two visual models of your change process that refer to approaches of two different authors that have described the logic of change management processes.

Add arguments, what are pluses and minuses of these two approaches. Make correct reference list. As an appendix to your paper present 0.5-page announcement that would motivate managers and employees to contribute to your management innovation. Implementation process should be described in your exam essay by using an example of a specific organization. It is however recommended that you propose an idea that can be useful for more than one organization.

Important note on deadlines!

Please note that all the homework needs to be presented latest by the respective deadline and postponement of the deadline is non-negotiable! The homework presented one day later will give up to 50% of the points. More than two days later will not give any points. However, submission of all three group-work assignments is a pre-requirement for the participation in the exam.

Academic integrity

I sincerely hope that all students will be honest and fair when preparing the homework or test assignments. Please note that students involved in academic dishonesty will be expelled from the course and receive a notation of academic dishonesty in the Dean's office. It is the student's responsibility to understand what constitutes academic dishonesty. Kindly please be careful when handing in your assignment(s).

BACKGROUND OF THE COURSE

The aim of this course is to give you the theory and tools needed to understand the properties of change management at individual, group and organizational level. You will also get the chance to carry out individual or group-based change management projects.

Detailed objectives
Course approach

This course is going to be partially co-created. While there are numerous valid and interesting theories about change management, we do not follow a chosen textbook because change management is messy. We are going to discuss and practice plenty of different approaches to managing change that no single textbook is going to cover.

Change Management - Schedule of Classes in Tallinn

03.02.2016 17:30-20:45	Intro. Aim of the course. Discussion of upcoming homework - group assignment and individual task. Discussion of exam requirements and use of study forum. Introduction to the most important change management theories at individual, group and organizational level. Group exercises on managing change at the individual level. Change management at individual level. Habits and patterns of thought – how these define our personality and how to change parts of them? We are going to choose a particular individual habit that each and every one of you is going to revise for the whole duration of the course and journal back of the results.
16.03.2016 17:30-20:45	Change management at group level. What are group patterns, group roles and group dynamics? Different schools of thought, theories and approaches to managing change in groups. Example group-work for handling changes in groups. Reaction to change. Resistance to change. Strategies for overcoming upcoming resistance.
06.04.2016 17:30-20:45	Change management at organizational level. What are organizational dynamics, stages of change, cycles of change? Leader's role during change process. Leadership theories for managing change.
04.05.2016 17:30-20:45	Integrative change management. Combining change management across multiple levels.
16.06.2016	NB! Due date of the homework is 16.05.2016 at 23:59!
18.05.2016 17:30-20:45	Presentations and discussion of the homework.

Change Management - Schedule of Classes in Helsinki

31.03.2016 10:00-17:15	Aim of the course. Introduction to the most important change management theories at individual, group and organizational level.
01.04.2016 9:00-17:15	Managing change at individual level. Group exercises on managing change at the individual level. Discussion of upcoming homework - group assignment and individual task.
02.04.2016 9:00-17:15	Change management at group level. What are group patterns, group roles and group dynamics? Different schools of thought, theories and approaches to managing change in groups. Example group-work for handling changes in groups. Reaction to change. Resistance to change. Strategies for overcoming upcoming resistance.
	Change management at organizational level. What are organizational dynamics, stages of change, cycles of change? Leader's role during change process. Leadership theories for managing change. Group work assignments
	Integrative change management. Combining change management across multiple levels. Group-work assignments.
27.04.2016	NB! Due date of the homework is 27.04.2016 at 23:59!
29.04.2016 13:00-18:00	Presentations and discussion of the homework.

Recommended Literature

- Augustine, Norman, Reshaping an Industry: Lockheed Martin's Survival Story, Harvard Business Review, 1997
- Corley, K. G., & Gioia, D. A. (2004). Identity ambiguity and change in the wake of a corporate spin-off. *Administrative Science Quarterly*, 49, 173–208.
- Eisenhardt-Brown ASQ 1997 The art of continuous change: linking complexity theory and time-paced evolution in relentlessly shifting organizations
- Jarzabkowski, P., & Sillince, J. 2007. A rhetoric-in-context approach to building commitment to multiple strategic goals. *Organization Studies*, 28(11): 1639–1665.
- Kotter, John, Leading Change: Why Transformation Efforts Fail, Harvard Business Review, January 2007
- Bjorn Lovas; Sumantra Ghoshal. Strategy as Guided Evolution *Strategic Management Journal*, (Sep., 2000),
- Lüscher, L.S., & Lewis, M.W. (2008). Organizational change and managerial sensemaking: Working through paradox. *Academy of Management Journal*, 51, 221-240.
- Henry Mintzberg; Frances Westley Cycles of Organizational Change. *Strategic Management Journal*, Vol. 13, Special Issue: Fundamental Themes in Strategy Process Research. (Winter, 1992)
- Schaffer, Robert, H. and Thomson, Harvey A., Successful Change Programs Begin with Results, Harvard Business Review, 1991
- Strebels, Paul, Why Do Employees Resist Change? Harvard Business Review, 1996.

During classes I am going to recommend you a long list of additional books or papers that might be interesting. Hope you enjoy it! :-)