

Change Management (ELMCM400)

Academic Year: 2014-15

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Credits: 5 ECTS

Learning Goals

Critical and Integrative Thinking

Student shall be able to understand and analyze the key issues in a change process, collecting unstructured data and integrating it in a specific framework. Then they shall be able to play the role of a consultant and to suggest some interesting conclusions and managerial recommendations. Assessment: case report.

Effective Oral Communication

Each student shall be able to communicate verbally in an organized, clear, and persuasive manner, and be a responsive listener. Assessment: case report presentation

Course objectives

- To get an in-depth understanding and a critical analysis of change management and organizational development with different means : readings, case studies, lectures ...
- To be able to identify, analyze and understand, with different tools and theories :

The different natures of change

The different reactions to change (resistance, resilience, ...),

The actions aimed to facilitate change in organizations,

The roles of the different actors during changes

The different steps of change processes

The processes of staff involvement/commitment

The role of organizational culture, power and sensemaking in change processes

Course content

- Different themes/dimensions of change management will be mentioned :
 1. The nature of change
 2. Change Dynamics : understanding and planning
 3. The role of culture, power and sensemaking in change processes
 4. Resistance to change
 5. Change key actors

Different theories, frameworks are proposed to analyze and understand change and/in organizations.

Handouts for the class

The slides from each session will be handed out to the students.

Evaluation components

The course grade will be based on 1 collective work analyzing a case study about an organizational change process (80% for the written report, 20% for its oral presentation).