



## Sofaer International MBA

### 1238.3120.01 - Leading Change in Global Organizations

Prerequisites: None

#### Module 4 – 2017

#### Course Section Details

| Day   | Hour            | Classroom             | Lecturer                | Email  | Telephone   |
|---|-----------------|-----------------------|-------------------------|--|-------------|
| Sundays, May 14,<br>21, 28; June<br>4, 11, 18 | 15:45-<br>18:30 | Dan David<br>room 303 | Mrs. Sharon<br>Moshayof | <a href="mailto:sharon@moshayof.com">sharon@moshayof.com</a> | 054-4952999 |

#### Course Units

Course Units: 1 cu

4 ECTS (European Credit Transfer and Accumulation System) = 1 Course Unit

By making higher education comparable across Europe, ECTS makes teaching and learning in higher education more transparent and facilitates the recognition of all studies.

## Course Description

Today's organizations present challenges that demand an increasing pace, volume, and complexity of organizational changes. Most organizations, whether they are entrepreneurial start-ups or long-established global corporations, find that they must not only change, but learn to thrive in an atmosphere of constant change.

This course is designed to deepen students' understanding of the challenges, roles, processes and best practices in leading major change in an organization. The objective is to prepare future managers to meet the challenges of organizational change successfully, and to effectively lead major change initiatives.

We will focus on the key elements of leading the strategic change process in organizations. Following the course students will understand the complexities of the change process in the global organization, the different roles and processes involved in leading change, the challenges of changing corporate culture, and the critical role of communications and influence in global organizations, particularly in times of major change.

Each topic is presented and discussed via powerful frameworks grounded in theory and practice, with examples and case studies for illustration.

## Course Objectives

Upon completion of the course, the student will be able to:

1. Recognize the main theories in contemporary change management
2. Identify the critical elements of managing change in global organizations
3. Articulate a roadmap for organizations seeking to realize major change programs
4. Recommend a course of action related to organizational culture change programs
5. Recommend and implement effective communication processes related to change

## Assessment and Grade Distribution

| Percentage | Assignment                        | Date    | Group Size/Comments |
|------------|-----------------------------------|---------|---------------------|
| 20%        | Reading and critical thinking     |         | Individual          |
| 30%        | Mid-term quiz                     | June 4  | Individual          |
| 50%        | Final presentation and assignment | June 18 | Groups of 4         |

- According to University regulations, a student must be present in every lesson (Article 5).
- The lecturer reserves the right to have a student removed from a course if the student is absent from a class with mandatory participation or did not actively participate in class. (The student will remain financially responsible for the course irrespective of his/her removal from the course)

## Course Assignments

Hand in of 4 critical questions regarding reading materials

Mid-term quiz on class material and reading

Final presentation and assignment on full course material with special focus on leading change

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| Should a student become unable to complete an assignment or course requirement, he/she must notify the TA of the course in advance via email |
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## Grading Policy

- As of the 2008/9 academic year the Faculty has implemented a grading policy for all graduate level courses.
- This policy applies to all graduate courses in the Faculty, and will be reflected in the final course grade.
- Accordingly, the final average of the class for this course (which is a core course) will fall between 82-87%.
- Additional information regarding this policy can be found on the Faculty website.

## Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey in order to evaluate the instructor and the course for the benefit of the students and the university.

## Course Site (Moodle)

The course site will be the primary tool used to communicate messages and material to students. It is, therefore recommended to periodically check the course site in general, periodically, before each lesson, at end of the course as well. (For example: exam details and updates regarding assignments)

Course slides will be available on the course site.

Please note that topics which are not covered in the slides, but are discussed in class are considered an integral part of the course material and may be tested in examinations.

## Course Outline\*

| Week | Date (2017) | Topic(s)  | Required Reading | Comments   |
|------|-------------|---|------------------|--|
| 1    | May 14      | Introduction to Organizational Change in Global Organizations | #1               | <ul style="list-style-type: none"> <li>Defining Organizational Change</li> <li>Recognizing the need for change</li> <li>The Global Organization in today's world</li> </ul>  |
| 2    | May 21      | Models of Organizational Change                               | #2-3             | <ul style="list-style-type: none"> <li>The challenge of existing models of Organizational Change</li> <li>The evolving understanding of the change process</li> <li>Change as an ongoing process vs. an event</li> <li>The congruence model</li> <li>Rational and Irrational processes in organizational change</li> <li>The critical factors in ensuring a change-ready organization</li> </ul> |
| 3    | May 28      | Roles and Processes in Leading Organizational Change          | #4-5             | <ul style="list-style-type: none"> <li>The role of the leader in sponsoring change</li> <li>The Change Agent</li> <li>The phases of change</li> <li>Resistance</li> <li>Capacity</li> <li>Resilience and Agility</li> </ul>  |
| 4    | June 4      | Corporate Culture and its Impact on Strategic Change          | #6-7             | <ul style="list-style-type: none"> <li>Exploring organizational culture</li> <li>The role of culture in change</li> <li>How can we change culture?</li> <li>Organizational culture and mergers</li> <li><u>Case Study</u>: Creating a Culture of Empowerment and Accountability at St. Martin de Torres High School (A)</li> </ul>   |
| 5    | June 11     | Organizational Communications in times of Change              | #8-9             | <ul style="list-style-type: none"> <li>What is different about communicating in times of change?</li> <li>A road map for communicating in times of change</li> <li>Influence in the global organization</li> <li>Workshop and practice</li> </ul>  |
| 6    | June 18     | The Leader's Role in Making a Case for Change                 |                  | <ul style="list-style-type: none"> <li>How we present a compelling case for change</li> <li>Handling objections and resistance during a Change project</li> <li>Class Presentations and submissions</li> </ul>   |

\*Subject to change

## Required Reading

1. Michael Beer, "Leading Change", Harvard Business School 1988, revised January 2007
2. John P. Kotter, "Leading Change: Why Transformational Efforts Fail", Harvard Business Review, January 2007
3. Carolyn Aiken & Scott Keller, "The Irrational Side of Change Management", The McKinsey Quarterly #2, 2009
4. John P. Kotter & Leonard A. Schlesinger, "Choosing Strategies for Change", Harvard Business Review, July-August 2008
5. Jeffrey D. Ford and Laurie W. Ford, "Decoding Resistance to Change", Harvard Business Review, April 009
6. Jon R. Katzenbach, Ilona Steffen & Caroline Kronley, "Cultural Change that Sticks", Harvard Business Review, July-August 2012
7. Case Study: Creating a Culture of Empowerment and Accountability at St. Martin de Porres High School (A), Gail Berger and Liz Livingston Howard, Kellogg School of Management, 2010
8. Amy J.C. Cuddy, Matthew Kohut & John Neffinger, "Connect then Lead", Harvard Business Review, July-Aug 2013
9. David A. Garvin & Michael A. Roberto, "Change through Persuasion", Harvard Business Review, February 2005

## Recommended Reading

10. "Can the new CEO end a Culture Clash after a Merger", Financial Times, September 10, 2008
11. Faaiza Rashid, Amy C. Edmondson & Herman B. Leonard, "Leadership Lessons from the Chilean Mine Rescue", Harvard Business Review, July-August 2013
12. John P. Kotter, Dan S. Cohen, "Make Change Stick: Toward Successful Large-Scale Change", Harvard Business Press, 2008 (excerpted from The Heart of Change: Real-Life Stories of How People Change Their Organizations)
13. Christopher G. Worley & Edward E. Lawler III, "Designing Organizations that are built to Change", MIT Sloan Management Review, Fall 2006
14. John Hamm, "The Five Messages Leaders Must Manage", Harvard Business Review, May 2006