

**Number of ECTS credits :** 3  
**Course language :** English  
**Course leader :** BERNARDIN EMMANUELLE  
**Speakers :** BULIN Guillaume , CASTRO Jean-Luc

### ≡ COURSE DESCRIPTION

Managing change is no longer a task only assigned to change specialists. It belongs now to the set of competencies required for any manager. The course aims at teaching students how to choose and use available methodologies for managing change. A one-fit-all model can indeed not be found: existing methodologies have to be adapted to the specific psychological, cultural and political characteristics of each organization. The course relies on the study of several contrasted cases of change management. These will teach students methodologies and techniques to implement change processes, and to overcome resistance. Students will also become aware of the success- and failure factors of organizational changes, the importance of intangible dimensions in change processes (such as the informal organization or the cultural dimension), the types of organizational and subjective factors of resistance to change

### ≡ COURSE OBJECTIVES

Students will be able:

- To discover the main concepts related to change management
- To define organizational change management
- To understand the three factors of change success or failure (quality of change project management, command of political aspects, integration of cultural and psychological variables)
- to apply methodologies of change implementation
- To develop an understanding of the intangible and often overlooked dimensions of change processes and management

### ≡ LEARNING OBJECTIVES

<b>C4B learning goal</b>	LG1 - Analysis
<b>C4B learning objective</b>	LO2 - Analyse complex situations
<b>Outcomes</b>	Lev. 0 - NC
<b>C4B learning goal</b>	LG1 - Analysis
<b>C4B learning objective</b>	LO3 - Use cross-disciplinary approaches
<b>Outcomes</b>	Lev. 0 - NC
<b>C4B learning goal</b>	LG2 - Action
<b>C4B learning objective</b>	LO6 - Communicate in a foreign language in a professional context
<b>Outcomes</b>	Lev. 0 - NC
<b>C4B learning goal</b>	LG4 - CSR
<b>C4B learning objective</b>	LO10 - Identify and understand stakeholder interests
<b>Outcomes</b>	Lev. 0 - NC
<b>C4B learning goal</b>	LG5 - Cooperation
<b>C4B learning objective</b>	LO14 - Work effectively in a team
<b>Outcomes</b>	Lev. 0 - NC

## ≡ TACKLED CONCEPTS

Change causes  
Change types  
Change scope  
Change magnitude

Methodologies of Change Management

Organizational Development

Individual and collective resistance to change

Political and cultural change management dimensions

## ≡ LEARNING METHODS

Theoretical contribution, discussions, cases, exercises

## ≡ EXPECTED WORK AND EVALUATION

Group work (research and analysis) between each session

## ≡ BIBLIOGRAPHY

Cummings and Worley (2005), "Organization Development and Change", Thomson - Chapter 2

Jones, Mills, Weatherbee and Mills (2006), "Organizational Theory, Design, and Change", Pearson - Chapter 10

Balogun and Hailey (2004), "Exploring Strategic Change", - Chapter 5

Pichault (2013) « Change Management. Towards Polyphony », De Boeck – Chapters 1 and 2

## ≡ EVALUATION METHODS

**60 %** : Continus Assessment

**40 %** : Final Exam

## ≡ SESSIONS

**1**

### **Change as a phenomenon**

LECTURE : 03h00

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- definition of organizational change
  - causes of organizational change
  - unplanned vs. programmed changes
  - types of change (technological, strategic, cultural, organizational)
  - scope and levels of change
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**2**

### **Implementing change at a collective level**

LECTURE : 03h00

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- Lewin's three steps
  - Action Research
  - Organizational development
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**3****Implementing change at an individual level: Managing individual reactions to change**LECTURE : 03h00

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Designing transition state

Transition curve

Individual Resistance

Collective/Organizational resistance

Tactics for overcoming resistance to Change

**4****Political / systemic factors: Introduction to the strategic analysis of organizations**LECTURE : 03h00

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- Actors

- Strategies and alliances

- Power games

- Systemic approach to change processes

**5****Organizations undergoing constant changes**LECTURE : 03h00

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Liberated Companies

Case study : Chronoflex