

HRM-818 Change Management

This course focuses on understanding how to plan and implement change in various organization and environmental settings. Effective change management maximizes the congruence between an organization's mission, goals, strategies, environment, technology, structure, processes, people, culture and reward systems. Within the context of organizational complexity, students will examine the role of change agents at various levels of the organization and the integrative competencies and interpersonal skills required of individuals who initiate, manage and are affected by change. The course will be taught from the perspective that students will one day be a stakeholder involved in some aspect of managing change; whether as an employee, manager, internal or external consultant delivering, creating and enabling programs for organizational clients.

Objectives

- ⊕ To comprehend the core dynamics of change in organizations: triggers, politics, targets, effects
- ⊕ To uncover the formalized change processes like appreciative inquiry and action research
- ⊕ To understand how to leverage organizational culture to prevent resistance and promote accountability

Outcomes

- ⊕ Will be able to develop action plans corresponding to 3 levels of responsibilities and desired behaviors: ^[1]_[SEP]executives, managers/team-leaders and individual contributors (team members)
- ⊕ Will be able to generate a convincing message that others can embrace and will elicit commitment to reinforcing it
- ⊕ Will recognize why people often struggle with change and will be able to appreciate more optimistic perspectives and ^[1]_[SEP]attitudes

Text and reference books

- ⊕ Thornhill, A., Lewis, P., Millmore, M., & Saunders, M. (2000). *Managing Change, a Human Resource Strategy Approach*. Delhi: Dowling Kindersley.

- ⊕ Paton, R. A., Paton, R., & McCalman, J. (2008). Change Management, a Guide to
- ⊕ Effective Implementation (3rd ed.). Sage publications.

