Change Management
2019-2020
module 1

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Course description

The course focuses on how to accelerate changes inside of the organization necessary to reach the company's goals. We review why there is need for change, analyze reasons for success or failure of such changes and explore main concepts, tools and techniques of the Change Acceleration Process (CAP) approach used by leading companies.

The course combines theoretical study of the CAP approach and practical training in group simulations and exercises. Throughout the course, we investigate:
• reasons and consequences of the internal resistance to changes,
• goals and objectives set at every phase of the changes,
• tools and techniques of utilizing the internal company's resources and overcoming the internal resistance.

Grading

The course grade is based on teamwork (50%) and individual project (50%). The grade for teamwork will account for overall team's results, understanding and application of tools & techniques by the team, participation in team work, team dynamics, influencing skills, and presentation skills. Individual project will require you to make a short analysis of implementing certain possible changes in your own company based on tools & techniques learned thru the course. In addition, the course grade may include in-class quizzes (their contribution to the grade will be disclosed prior to the course).

Course intended schedule and contents

Week	Topics
1.	**Introduction**: role of organizational changes, the speed of implementation and manageability in reaching declared goals, factors leading to success or failure of organizational changes
	Project Definition: role of project framing, defining of its scope, project team creation and understanding of interpersonal relations inside of it, setting roles and functions for implementation of the changes
	Leading Change: role of leaders and leadership in design and execution of corporate initiatives, tools of engagement and communication used for it

2.	**Creating a Shared Need**: role of organization-wide support for need to change; tools to gather 'internal customers' insights on needs to change	
	Shaping a Vision: how to model anticipated changes and future status, scoping phases and content of needed changes, identifying the forces in favor of changes and the ones not supporting them	
	Mobilizing internal commitment: role of organizational structure and knowing it for success of changes; tools to analyze views & interests of stakeholders, understanding reasons for their attitude to the changes	
3.	**Making changes last**: role of communication and best practices sharing through the changes; tools for early-stage analysis of the changes; integration of the changes with other corporate initiatives and projects; how to find and influence forces in favor of changes and the ones restraining them	
	Monitoring progress: role of monitoring the execution of changes, setting quantitative goals to monitor changes, defining responsibility for execution and progress	
	Systems and structure: understanding existing processes, procedures and infrastructure and how to monitor their influence on the changes, develop understanding of the need for change in the restraining forces	

Description of course methodology

The course will include intensive work in groups during the classes.

Sample tasks for course evaluation

TBA

Course materials

There are no ideal sources for the course topic; however one may start from the following readings:

1. Harvard Business Review. Управление изменениями. Альпина Диджитал. Москва, 2016.
2. Петров, Даньшина. Управление изменениями в организации. Палеотип, Москва, 2011.
3. Bob Von Der Linn's HPT Blog, Overview of GE's Change Acceleration Process (CAP), 2009.
4. Юрий Духнич. Практически ориентированные модели управления изменениями (https://www.cfin.ru/management/strategy/change/change_models.shtml)

Additional readings will be provided during the course.

Academic integrity policy

Cheating, plagiarism, and any other violations of academic ethics at NES are not tolerated.