

Change Management



SCHOOL

IAE School of Management



CAMPUS

Saint-Serge



LEVEL

1st year Master's degree



OPEN TO EXCHANGE STUDENTS

Yes



SEMESTER

Spring (S2)

> **Degree course:** Management et commerce international

> **Teaching unit:** UE2-1 Pilotage de l'internationalisation

> **Course language:** English

> **Duration (hours):** 16

> **ECTS:** 3

> **Teacher(s):** Guillaume Denos

> **Assessment:**

Continuous assessment

Final exam

> **Teaching methods:**

Lecture course 16 hours

Tutorial course hours

Practical work hours

Case study

Project

COURSE DESCRIPTION

This course reviews theory and evidence on change management.

Change management refers both to (a) changes in management technique or organizational practice ("changes in management") and (b) the management of product and process innovation ("management of change").

We begin by establishing a general framework for thinking about organizational design, focusing on the key attributes of the allocation of decision rights, the use of incentives, and the means of evaluating performance. - Next, we turn to theories of organizational change, focusing on the role of strategic commitment in leadership and the danger of following management "fads", too closely. - Finally, we study how management practice and organizational design affect the firm's ability to introduce new products, services, and processes in an attempt to create and capture economic value.

A dossier is to be handed in at the end of the course (final exam)

OBJECTIVES

Learning objectives:

- Ability to analyze organizations according to the allocation of decision rights, the use of incentives, and the means of evaluating performance
- Understanding processes of organizational change and leadership
- Ability to analyze the benefits and costs of product and process innovation

Competences taught:

- Review of strategic management and organization concepts
- Industry and competitor analysis, particularly with respect to innovation
- Using tools from economics, strategy, and organization theory to address change

PREREQUISITES

none

SELECTIVE BIBLIOGRAPHY

#1 BRICKLEY, J, SMITH, C., & ZIMMERMAN, J. 1995. « The Economics Of Organizational Architecture », Journal of Applied Corporate Finance 8(2): 19-31.

#2 BRICKLEY, J, SMITH, C., ZIMMERMAN, & WILLET, J. 2009. « Using Organizational Architecture to Lead Change », Journal of Applied Corporate Finance 21(2): 58-66.

#3 CHRISTENSEN, C.M., & OVERDORF, M. 2000. « Meeting the Challenge of Disruptive Change », Harvard Business Review, March-April : 66-76.

ADDITIONAL INFORMATION

Bibliography continued...

#4 FOSS, N.J., & KLEIN, P. 2014. « Why Managers Still Matter », Sloan Management Review, Fall : 73-80.

#5 FREDMAN, C. 2002. « The IDEO Difference », Hemispheres, the Magazine of United Airlines, 52-57.

#6 KIM, W.C., & MAUBORGNE, R. 2004. « Blue Ocean Strategy », Harvard Business Review, October.

#7 KOTTER, J.P. 1995. « Leading Change: Why Transformation Efforts Fail », Harvard Business Review, March-April: 59-67.

#8 SULL, D. 2009. « How to Thrive in Turbulent Markets », Harvard Business Review, February.

#9 WOLCOTT, R., & ANDERSON, J.B. 2014. « Scale your innovation initiatives », strategy+business