**Course description**

The concept of change is not a new one. Indeed, change has always been recognised as necessary and inherent to all aspects of life. However, the last decade has, for most organisations, been a time of totally unprecedented and seemingly ever accelerating change so that the phrase "change or die" has increasing resonance. Coping with change has become another element in organisations' battle to compete, thereby focusing attention on the need to manage change effectively. The aim of this course is to provide an understanding of the change management process and to present a framework for managing change.

**SPECIFIC OBJECTIVES**

On successfully completing the module, participants will be able to do the following.

* Present a clear view of the theory and practice of managing change.
* Demonstrate an understanding of the organizational culture and change recipients’ reactions to change.
* Explain the theories, approaches and beliefs available to guide action, to make informed choices when instigating and implementing change.
* Demonstrate a practical understanding of organizational change.

Change Management

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Contents

1 Aims and objectives.

2 Sessions

3 Assessment

3 Instructor

The course is based on the following sessions which will last 12 weeks with clear objectives and reading material.

**Session one: Introduction to change management and evidence-based change management.**

*Aims and content.*

1. The aim here is to break the ice, to present the course, its learning outcomes, the way of teaching, the philosophy of the course as well as the way of communication and evaluation. Special emphasis will be given to evidence-based change management.

* Rousseau, D. M. (2006). Is there such a thing as “evidence-based management”? *Academy of management review*, *31*(2), 256-269.

1. This section aims to introduce the participants to the basic concepts of change management. What is change, why is it important, what are the barriers, what types of change are there and what are the factors that affect it. The role of human resource management in change management will be discussed and presented with practical examples.

* Kotter, J. P. (2007). Leading change: Why transformation efforts fail, Harvard Business Review, pp.2-12

Teaching method: Presentation, Interactive presentation, Short group work.

**Session two: Change agents and employees’ reactions to change.**

Objectives and content

1. Who are the change agents, why are they important, which criteria we use to select them?

* Caldwell, R. (2003). Models of change agency: a fourfold classification. *British Journal of Management*, *14*(2), 131-142.

1. Resistance to change is considered one of the main reasons for the failure of change programs. The reactions of those involved or undergoing change are critical to its success. The causes of resistance and the effective ways to deal with it are the key points of this section.

* Beer, M., & Nohria, N. (2000). Cracking the code of change. *HBR’s 10 must reads on change*, *78*(3), 133-141.
* Oreg, S., Vakola, M., & Armenakis, A. (2011). Change recipients’ reactions to organizational change: A 60-year review of quantitative studies. *The Journal of Applied Behavioral Science*, *47*(4), 461-524.

# Step by step

Teaching method: Presentation, Case study from the public sector and investigation of causes of resistance and ways of dealing with

* Vakola, M (2012), Resistance to change: Technology implementation in the public sector, *In Cases and Exercises in Organization Development*, Anderson, D. (ed). pp 112-118, USA: Sage Publications

**Session three: Change Readiness and the role of organizational culture**

1. The organizational culture is deeply rooted in an organization so it is very difficult to change. Can we change the culture to align it with our change vision? Can it change even in the public sector? Which ways are effective? Change of organizational culture in practice, diagnosis, suggestions, implementation, and monitoring.

* Bernick, C. L. (2001). When your culture needs a makeover. *Harvard Business Review*, *79*(6), 53-8.
* Alvesson, M., & Sveningsson, S. (2015). *Changing organizational culture: Cultural change work in progress*. Routledge.

1. This section deals with the compatibility of organizational culture with mergers and acquisitions. This form of change is very common. What factors lead to the success of merging two worlds that may be incompatible? Emphasis is placed here on both the human factor and the compatibility of organizational culture. What steps should the HR executive follow?

* Seo, M. G., & Hill, N. S. (2005). Understanding the human side of merger and acquisition: An integrative framework. *The Journal of Applied Behavioral Science*, *41*(4), 422-443.

Teaching method: Presentation, Diagnosis of organizational culture based on the typology of Quinn & Cameron and large group exercise with presentation of results for the change of organizational culture in the company British Airways

**Session four: Teleworking, digital transformation and leadership**

1. HR professionals face new challenges in the workplace due to the pandemia. During this session, we will discuss the new forms of work and how HR professionals can facilate with digital transformation.

* *Hemerling, J., Kilmann, J., Danoesastro, M., Stutts, L., & Ahern, C. (2018). It’s not a digital transformation without a digital culture. BCG, Boston, Massachusetts, USA.*
* *Probst, G., & Raisch, S. (2005). Organizational crisis: The logic of failure. Academy of Management Perspectives, 19(1), 90-105.*

**Sessions five to seven: Practice weeks**

1. **During these weeks students work on actual case studies and submit their work online**

**Short bio**

**Professor Maria Vakola** is an organisational psychologist and a faculty member at the **Athens University of Economics and Business, Greece**, where she also serves as the **Director of the MSc in Human Resources Management**.

Maria’s academic journey spans multiple institutions across Europe, where she has taught as a lecturer and visiting faculty. Recognized among the **top 2% of scientists worldwide** according to Stanford University, Maria has published extensively in prestigious academic journals, including the Journal of Applied Psychology, Human Relations, European Journal of Work and Organizational Psychology, Communications of the ACM, Journal of Applied Behavioural Science, and many more. She is an **Associate Editor of the Journal of Applied Behavioural Science** and her work has been featured in numerous international conferences.

Maria is the **co-founder of the International Forum for Psychology of Organisational Change (IFPOC)**, an initiative designed to unite scholars working in change She has also authored **three books** and serves as the editor of the **HR Case Study series**, an innovative project aimed at bridging the gap between academia and industry.

Her **excellence in teaching has been recognised with eight awards**, reflecting her passion for education and leadership development. In addition to her academic role, she has delivered numerous executive education programs and has **22 years of consulting experience**, helping organisations navigate change and transformation effectively.

Her dedication to human resources innovation has been acknowledged with an **award from the Hellenic Management Association** for her pioneering **non-profit initiative against graduate unemployment—Job-Pairs.gr**.

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