**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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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.*

# Assessment

The assessment of the course is based on exams (70%) and a short group assignment (30%). More information will be uploaded.

**Short bio**

Professor Maria Vakola is an organisational psychologist and works at the Athens University of Economics and Business, Greece and director of the Msc in Human resources Management. Maria has also worked as a lecturer and visiting staff in a number of Universities across Europe. Maria is associate editor of the Journal of Applied Behavioural Science and she has published in academic journals such as the Journal of Applied Psychology, Human Relations, European Journal of Work and Organizational Psychology, Communications of the ACM, Journal of Applied Behavioural Sciences etc and has presented her work in academic conferences.

Maria is the co-founder of a newly created international forum for psychology of organizational change (IFPOC) aimed at bringing together researchers on this field. She has published three books and she is the editor the HR Case study series aiming at bridging the gap between academia and industry. She teaches organisational behaviour and change management in an undergraduate, postgraduate and executive level and she has received 8 awards for teaching excellence. Maria has delivered many executive courses for in-house company training programs and she has 22 years of experience in consulting. Maria has received an award for innovation in human resources management from the Hellenic Management Association for the non-profit initiative against graduates unemployment called job-pairs.gr . You can contact her at [mvakola@aueb.gr](mailto:mvakola@aueb.gr)



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