

Change Management
Executive MBA
Session 2016 - 17, Module 5
University of Geneva

SYLLABUS

**Faculty: Prof. Gilbert Probst, Chair “Organization & Management”, GSEM
University of Geneva and Ozgu Karakulak, Research & Teaching Assistant
Email: Gilbert.Probst@unige.ch
Phone: +41-22-379 8127**

Course Overview:

The course is designed to give the participants a sound grasp of complex organizational change management and organizational design. The challenges managers are facing today in view of continuous change require them to be familiar with the basic concepts as well as the pitfalls of organizational change. As current or future managers, participants need to be able to disseminate best practices and effective strategies to design and implement change management projects successfully. Furthermore, they are responsible for strategic resources such as knowledge in order to create and maintain a learning organization.

The idea of the course is that participants will discover theories and practice by analyzing and teaching the main insights themselves. This will happen through intense case discussions that typically start with a brief theoretical introduction by Prof. Probst, followed by a case presentation of the participants, a more intensive debate in smaller focus groups if appropriate, and a subsequent in-class discussion.

The following main topics will be addressed:

- The challenges of changing
- Crisis management and restructuring
- Transforming family business
- Change agents and change
- Implementing and sustaining change
- Organizational learning and change management

Learning Objectives:

The key learning objectives of this course are:

- to become familiar with basic issues (and language) of organizational (re-)design
- to get a better understanding of the needs and the reasons for change management in an international company and environment
- to provide knowledge and skills regarding change management
- to recognize the main elements of structural, strategic, technological and cultural change
- to discover the necessity of a learning organization approach and knowledge management
- to learn to deal with resistance and barriers to change / organizational learning

Course Schedule:

On each course day, two of the aforementioned topics will be discussed. Each topic is exemplified through a case study and supported by various readings. Moreover, the course is a combination of lectures, presentations, and discussions. The presentations will be held in teams of about three members. In the presentation, the team has to discuss and answer the questions assigned. For this purpose, participants are supposed to use theoretical frameworks that help them analyzing the case facts and answering the questions. Furthermore, the presentation should be concluded with some lessons learned.

Thu. Nov. 24th, 2016	The Challenges of Changing	
08.30 – 09.45	Introduction of topic	Lecture
09.45 – 10.15	<p><u>Case: Mobility Car Sharing: An IT Leadership Crisis</u></p> <ul style="list-style-type: none">• Making a change project decision• Driving and hindering forces for change• Crisis Management <p><u>Questions:</u> Group 1: - Discuss driving forces for the change/decision at Mobility Car Sharing and how these factors could be leveraged. - What decision would you have taken in Daniela Bomatter's situation? Why?</p>	<p>Presentation (two groups)</p> <p>Mandatory articles:</p> <ul style="list-style-type: none">- Beer, M. and Nohria, N. (2000). Cracking the Code of Change, <i>Harvard Business Review</i>, 78 (3), pp. 133-141.- Kotter, J. (2007). Leading Change. <i>Harvard Business Review</i>, 85(1), pp. 96-103. <p>Additional articles:</p> <ul style="list-style-type: none">- Ferrazzi, K. (2014). Managing Change, One Day at a Time. <i>Harvard Business Review</i>, 92(7/8), pp. 23-25.- Strebler, P. (1994).

	<p>Group 2:</p> <ul style="list-style-type: none"> - What are the hindering forces for the change at Mobility Car Sharing? How can Daniela Bomatter overcome potential hindering forces? Discuss actions and consequences. - Discuss the future of the Mobility Car Sharing considering the potential barriers and opportunities. Discuss following change needs, urgency and context. 	<p>Choosing the right change path. <i>California Management Review</i>, 36(2), pp.29-51.</p>
10:15 - 10:45	Break	Q&A with leader and GPR
10.45 – 12.30	Meet the leader: Daniela Bomatter, Cheffe de service, SuisseEnergie, Office Fédéral de Suisse	Discussion
12:30 - 13:45	Lunch	
Thu. Nov. 24th, 2016	Crisis Management and Restructuring	
14.00 – 14.30	Introduction of topic	Lecture
14.30 – 15.00	<p><u>Case: Deutsche Telekom: A Transformation Journey (A)</u></p> <ul style="list-style-type: none"> • Restructuring strategy and processes • Active inertia • Organizational energy <p><u>Questions:</u></p> <p>Group 3:</p> <ul style="list-style-type: none"> - Where would you position DT when Obermann took over? - What makes it more likely that people go along with a change? Why? Why not? <p>Group 4:</p> <ul style="list-style-type: none"> - How does the leader build on the change and consolidate improvements? Why? - Discuss and assess the turnaround strategies and implementation phase of Deutsche Telekom. 	<p>Presentation (two groups)</p> <p>Mandatory articles:</p> <ul style="list-style-type: none"> - Kotter, J. and Schlesinger, L.A. (2008). Choosing strategies for change. <i>Harvard Business Review</i>, 86 (7/8) pp. 130-139. - Sull, D.N. (1999). Why good companies go bad. <i>Harvard Business Review</i>, July-August pp. 42-52. <p>Additional articles:</p> <ul style="list-style-type: none"> - Bruch, H. and Ghoshal, S. (2003). Unleashing Organizational Energy. <i>MIT Sloan Management Review</i>, 45(3), pp. 45-51. - Hoffman, R. (1989). Strategies for Corporate Turnarounds: What Do We Know About Them? <i>Journal of General Management</i>, 14(3), pp. 46-66.

15.00 – 15.30	Break	
15.30 – 16.30	Meet the leader: Kai-Uwe Ricke, Partner and Chairman of the Board, Delta Partners). Former CEO of Deutsche Telekom	Discussion
16:30- 17:30	Discussion	
17:30- 18:00	Wrap up and Lessons Learned	

Fri. Nov. 25th, 2016	Transforming a Family Business	
08.15 – 09.00	Introduction of topic	Lecture
09.00 – 09.30	<p><u>Case:</u> Firmenich: <i>A passion for Smell and Taste</i></p> <ul style="list-style-type: none"> • Family business and innovation • Cultural Change <p><u>Questions:</u> Group 5: -Reflect on the governance systems put in place by the Firmenich family to ensure the proper running and sustainability? What are the challenges of changing a family business? -How will new responsibility and sustainability concerns affect the business in the future?</p> <p>Group 6: -Analyze and discuss the key values of Firmenich as a family business? How do they support the strategy of growth through technological innovation? Compare with other examples. - Discuss change in the context of acquisitions in emerging markets (potential barriers, key aspects and key actions).</p>	<p>Presentation (two groups)</p> <p>Mandatory articles:</p> <ul style="list-style-type: none"> - Caspar, C., Dias, A. K., & Elstrodt, H. P. (2010). The Five Attributes of Enduring Family Businesses. <i>McKinsey Quarterly</i>, pp. 1-10. - Walsh, K. (2004). Interpreting the Impact of Culture on Structure: The Role of Change Processes, <i>Journal of Applied Behavioral Science</i>, 40 (3), pp. 302-322. <p>Additional articles:</p> <ul style="list-style-type: none"> - Christensen C.M., Alton R., Curtis R. and Waldeck A. (2011). The New M&A Playbook, <i>Harvard Business Review</i>, 89 (3), pp. 48-57. - Kachaner, N., Stalk, G., and Bloch, A. (2012). What You Can Learn from Family Business. <i>Harvard Business Review</i>, 90(11), 102-106.

09.30 – 10.000	Break	
10.00 – 11.00	Discussion	
11.00 – 12.15	Meet the leader: Patrick Firmenich (Chairman)	Discussion
Fri. Nov. 25th, 2016	Change agents and Partnerships	
13.45 – 14.30	Introduction of topic	Lecture
14.30 – 15.00	<p><i>Case: Accenture Development Partnership (A)</i></p> <ul style="list-style-type: none"> • New business models • Innovation as trigger of change • Change agents • Network model in action <p><u>Questions:</u> Group 7:</p> <ul style="list-style-type: none"> - How effective has Bulloch been in getting buy-in and support from each of the stakeholder groups? - Should Accenture Development Partnership be phased out, integrated or left as a standalone business? Why? <p>Group 8:</p> <ul style="list-style-type: none"> - Discuss the role of change agents in the change process. - Define and discuss links to change management? Consider different levels of analysis. 	<p>Presentation (two groups)</p> <p>Mandatory articles:</p> <ul style="list-style-type: none"> - Battilana and Casciaro (2007). The Network Secret of Great Change Agents, <i>Harvard Business Review</i>. pp. 62-68. - Ibarra, H. and Hunter, M. (2007). How Leaders Create and Use Networks, <i>Harvard Business Review</i>, January. <p>Additional articles:</p> <ul style="list-style-type: none"> - Cialdini, R.B. (2001). Harnessing the science of persuasion. <i>Harvard Business Review</i>, 79, pp. 72-81
15.00 – 15.30	Break	
15.30 – 16.30	Meet the leader: Lionel Bodin (European Head of ADP)	Discussion
16:30 – 17:30	Discussion	
17:30 – 18:00	Reflections and Lessons Learned	

Sat. Nov. 26th, 2016	Implementing and Sustaining Change	
08.15 – 09.00	Introduction of topic	Lecture
09.00 – 09.30	<p><u>Case: Driving Change: One Factory at a Time?</u></p> <ul style="list-style-type: none"> • Sustainability management • CSR and Change • Cross-sector social partnerships <p><u>Questions:</u></p> <p>Group 9:</p> <ul style="list-style-type: none"> - Critical review of Levi Strauss's implementation of the HERproject: strategic or responsive CSR? What opportunities may arise for Levi Strauss from a business perspective? -What lessons learned can be drawn from the pilot in Egypt? <p>Group 10:</p> <ul style="list-style-type: none"> -Evaluate Levi Stratuss's implementation of the HERproject (see evaluation framework suggested by Kolk et.al. 2008). - Compare the external and internal drivers for change at Levi Strauss. How can they be mobilized for sustaining change? What would you recommend for the future? 	<p>Presentation (two groups)</p> <p>Mandatory articles:</p> <ul style="list-style-type: none"> - Kolk, A., van Tulder, R., and Kostwinder, E. (2008). Business and Partnerships for Development. <i>European Management Journal</i>, 26, pp.262-273. - Porter, M.E. and Kramer, M.R. (2006). Strategy and Society: The link between competitive advantage and corporate social responsibility, <i>Harvard Business Review</i>, 84(12): pp.78-92. <p>Additional articles:</p> <ul style="list-style-type: none"> - Doppelt, B. (2010). Leading Change toward Sustainability (2nd ed.). Sheffield: Greenleaf Publishing Ltd., pp. 230-233 and pp. 238-242. - Soundararajan, V., & Brown, J. A. (2014). Voluntary governance mechanisms in global supply chains: Beyond CSR to a stakeholder utility perspective. <i>Journal of Business Ethics</i>, pp. 1-20.
09.30 – 10.40	Discussion	
10.40 – 11.00	Break	Discussion
11.00 – 12.15	Meet the leader: Elissa Goldenberg (Manager, BSR)	Discussion
12:15 – 13:00	Lunch (Buffet)	
Sat. Nov. 26th, 2016	Organizational Learning and Change Management	
13.00 – 13.45	Introduction of topic	Lecture

13.45 – 14.15	<p><u>Case: Knowledge Management at the World Bank</u></p> <ul style="list-style-type: none"> • Knowledge Management • Organizational Learning • Open Innovation <p><u>Questions:</u> Group 11: -What are the benefits of knowledge management (KM) for the World Bank? How to measure the success? -What would you suggest the World Bank to be as a knowledge organization? Platform for knowledge?</p> <p>Group 12: -Would you consider World Bank a truly learning organization (LO)? Why? -Discuss KM/LO as a basis for change. How can it be built and used to avoid future dramatic changes?</p>	<p>Presentation (two groups)</p> <p>Mandatory articles:</p> <ul style="list-style-type: none"> - Garvin, D.A., Edmondson, A.C., and Gino, F. (2008). Is Yours a Learning Organization? <i>Harvard Business Review</i>, 83(3), pp.109-116. - Probst, G. (1998). Practical Knowledge Management: A Model that Works. <i>Prism</i>, Second Quarter, pp.17-29. <p>Additional articles:</p> <ul style="list-style-type: none"> - Probst, G. and Borzillo, S. (2008). Why Communities of Practice Succeed and Why They Fail. <i>European Management Journal</i>, 26, pp.335-347.
14.15 – 15.15	Discussion	
15.15 – 15.30	Break	
15.30 – 17.30	Discussion, wrap-up, and short key message presentation	

Course Preparation:

Participants should build small groups and subscribe in the doodle (we'll send you an email with the link in due time) in order to prepare a specific case for the course that will take place from November 24th till 26th. The groups are required to prepare a presentation and send a Power Point version on **Monday, November 21th 2016** to Gilbert.Probst@unige.ch and Ozgu.Karakulak@unige.ch.

Coaching Sessions

In order to facilitate the preparation of the presentation, each group is required to attend a coaching session. To thoroughly benefit from this coaching session, you need to have read the case and the accompanying articles (mandatory and complementary of your corresponding topic). Please send an email to Ozgu Karakulak (Ozgu.Karakulak@unige.ch) in order to fix an appointment for a coaching session that is going to take place from September through early November 2016.

Course Readings:

Change Management is a very interactive, case-based course. One of its primary goals is to let participants teach the subjects to their peers. However, this may only work if participants are very well prepared. More specifically, **all participants must have to read all mandatory readings and cases relative to day one, two, and three before coming to class.** The groups presenting are also supposed to have read the complementary readings on their topic as they allow for a more in-depth analysis of their questions.

Mandatory Readings

November 24th, 2016

- Beer, M. and Nohria, N. (2000). Cracking the Code of Change, *Harvard Business Review*, 78 (3), pp. 133-141.
- Kotter, J. and Schlesinger, L.A. (2008). Choosing strategies for change. *Harvard Business Review*, 86 (7/8) pp. 130-139.
- Kotter, J. (2007). Leading Change. *Harvard Business Review*, 85(1), pp. 96-103.
- Sull, D.N. (1999). Why good companies go bad. *Harvard Business Review*, July-August pp. 42-52.

November 25th, 2016

- Battilana and Casciaro (2007). The Network Secret of Great Change Agents, *Harvard Business Review*. pp. 62-68.
- Caspar, C., Dias, A. K., & Elstrodt, H. P. (2010). The Five Attributes of Enduring Family Businesses. *McKinsey Quarterly*, pp.1-10.
- Ibarra, H. and Hunter, M. (2007). How Leaders Create and Use Networks, *Harvard Business Review*, January, 2007.
- Walsh, K. (2004). Interpreting the Impact of Culture on Structure: The Role of Change Processes, *Journal of Applied Behavioral Science*, 40 (3), pp. 302-322.

November 26th, 2016

- Garvin, D.A., Edmondson, A.C., and Gino, F. (2008). Is Yours a Learning Organization? *Harvard Business Review*, 83(3), pp. 109-116
- Kolk, A., van Tulder, R., and Kostwinder, E. (2008). Business and Partnerships for Development. *European Management Journal*, 26, pp. 262-273.

- Porter, M.E. and Kramer, M.R. (2006). Strategy and Society: The link between competitive advantage and corporate social responsibility, *Harvard Business Review*, 84(12): pp.78-92.
- Probst, G. (1998). Practical Knowledge Management: A Model that Works. *Prism*, Second Quarter, pp.17-29.

Complementary Readings:

November 24th, 2016

- Bruch, H. and Ghoshal, S. (2003). Unleashing Organizational Energy. *MIT Sloan Management Review*, 45(3), pp. 45-51.
- Ferrazzi, K. (2014). Managing Change, One Day at a Time. *Harvard Business Review*, 92(7/8), pp. 23-25.
- Hoffman, R. (1989). Strategies for Corporate Turnarounds: What Do We Know About Them? *Journal of General Management*, 14(3), pp. 46-66.
- Strebel, P. (1994). Choosing the right change path. *California management review*, 36(2), pp. 29-51.

November 25th, 2016

- Christensen C.M., Alton R., Curtis R. and Waldeck A. (2011). The New M&A Playbook, *Harvard Business Review*, 89 (3), pp. 48-57.
- Cialdini, R.B. (2001). Harnessing the science of persuasion. *Harvard Business Review*, 79, pp. 72-81
- Kachaner, N., Stalk, G., and Bloch, A. (2012). What You Can Learn from Family Business. *Harvard Business Review*, 90(11), pp.102-106.

November 26th, 2016

- Doppelt, B. (2010). Leading Change toward Sustainability (2nd ed.). Sheffield: Greenleaf Publishing Ltd., pp. 230-233 and pp. 238-242.
- Probst, G. and Borzillo, S. (2008). Why Communities of Practice Succeed and Why They Fail. *European Management Journal*, 26, pp.335-347.
- Soundararajan, V., & Brown, J. A. (2014). Voluntary governance mechanisms in global supply chains: Beyond CSR to a stakeholder utility perspective. *Journal of Business Ethics*, pp.1-20.

Textbooks on Change Management

- Cameron, E. and Green, M. (2009): *Making Sense of Change Management – A complete guide to the models, tools, and techniques of organizational change management*, Kogan Page.
- Jarrett, M. (2009): *Changeability*. Dorchester: Prentice Hall.

- Kotter, J. (1996): *Leading Change*. McGraw-Hill Professional.

Key Articles on Change Management Topics:

Leadership and Management Practices:

- Bass, B. M. (1990). From Transactional to transformational Leadership: Learning to Share the Vision. *Organizational Dynamics*, 18(3), pp. 19-31.
- Ghoshal, S. and Bartlett, C.A. (1995): Changing the Role of Top Management: Beyond Structure to Processes. *Harvard Business Review*, 73(1), pp. 86-96.
- Goffee, R. and Jones, G. (2000): Why Should Anyone Be Led by You? *Harvard Business Review*, 78(5), Sept-Oct, pp. 63-70.
- Nohria, N., Joyce, W., and Roberson, B. (2003): What really works. *Harvard Business Review*, 81(7), pp. 43-52.
- Probst, G. and Bassi, A. (2014). *Tackling Complexity: a Systemic Approach for Decision Makers*. Croydon: Greenleaf Publishing.

Crisis Management

- Cascio, W. F. (1993). Downsizing: What do we know? What have we learned? *Academy of Management Executive*, 7(1), pp. 95-104.
- Ghosn, C. (2002). Saving the business without losing the company. *Harvard Business Review*, 80(1), pp. 37-45.
- Probst, G. and Raisch, S. (2005). Organizational Crisis: The Logic of Failure. *Academy of Management Executive*, 19(1), pp.1-16.

Culture and Change Management

- Kotter, J. (2012). Accelerate! *Harvard Business Review*, 90(11), pp. 45-58.
- Meyer, E. (2014). Navigating the Cultural Minefield. *Harvard Business Review*, 92(5), pp.119-123.

Merger & Acquisitions

- Harding, D. and Rouse, T. (2007). Human Due Diligence, *Harvard Business Review*, 85(4), pp. 124-131.

Corporate Governance

- Starbuck, W.H. (2014). Why Corporate Governance Deserves Serious and Creative Thought, *Academy of Management Perspectives*, 28 (1), pp. 15-21.
- Wagner, S. and Dittmar, L. (2006). The Unexpected Benefits of the Sarbanes-Oxley. *Harvard Business Review*, 84(4), pp. 133-142.

Corporate Social Responsibility

- Rivoli, P. and Waddock, S. (2011). First They Ignore You ... The Time-Context Dynamic and Corporate Responsibility, *California Management Review*, 53(2), pp. 87-102.

Innovation

class and group collaborative work but also the possibility to take actively part during the class. Participation includes active input into discussions, presenting a case, and preparing and facilitating the course discussion. This, in turn, requires an active preparation for each course day. Participation points will depend on the participants' contribution quality, namely how well he or she brings in concepts from readings; builds on others' ideas; adds new insights to readings; offers a different, unique relevant perspective on an issue; demonstrates reflective thinking; or expands understanding by asking clarifying and/or thought-stimulating questions.

Collaborative Group Presentation

Each session, two groups will illustrate a case through answering and discussing questions specifically assigned to their case. Presented by about three participants, these group presentations will form the foundation for discerning and discussing the most relevant concepts about implementing organizational change. Also, the presentation should portray the case, and to make it more interesting may include short videos, votes, and so on. Nevertheless, all issues taken up and any supportive material need to be strongly case and topic-related and included in your analysis. A presentation may not last longer than **15 minutes** (no exception). After the course, the participants will receive a written feedback on their presentation.

Individual Write-Up

Participants are asked to write a one-pager (Din A 4) in which they apply **one specific theoretical course learning** to the organization they're working for. Thus, participants might choose one lesson learned of the course and explain with theories how this has already or can in the future help **their organization or team** dealing with change. This may, for instance, include the challenges and opportunities involved. Like in an elevator pitch, participants have to focus on the most important arguments and clearly get their message across. The individual assignment has to be sent latest two weeks after the course (Sunday, December 11th 2016) to Ozgu.Karakulak@unige.ch and emba-im@unige.ch. Instead of writing a one-pager, participants may record a 2-minutes video that they send to the assistant or post on Youtube.