



11.05.2009

## שם ומספר הקורס: ניהול שינוי ארגוני

סוג הקורס: שיעור

היקף שעות: 2

סמסטר: א

שנת לימודים: 2209-2010

אתר הקורס באינטרנט: אתר המתקשב של האוניברסיטה

### א. מטרות הקורס :

1. To enhance the awareness of the present state of knowledge in the area of change management.
2. Understand and get some expertise on major aspects and issues in managing changes: personal level, team and projects level as well as organizational level.
3. Get some tools and methodologies to manage organizational change.
4. Develop a personal perspective on emerging theories and their application, current debates and controversy within the discipline.
5. Achieve a perspective on the conceptual foundations of organization change and development;
6. Develop an understanding of the processes and many of the strategies and techniques which can be applied to increase organizational and managerial effectiveness;

### ב. תוכן הקורס:

This course is about how to be a leader of change: Self, others and organizations. Change is a basic ingredient of life. Recommending, planning, managing, enacting, surviving and evaluating personal and organizational change are challenges that

concern everyone. Change occurs in many forms from minor transitions to major transformations and upheavals. Effectively managing change involves different activities depending on the scope of change and the organization's readiness for it. If the ability to execute timely change differentiates successful individuals – and successful organizations – from also-rans, then taking this course will give you an important competitive advantage as a leader. This course develops the skills you will need for leading change -in individuals, teams and organizations- that enables the transition from a current state to a desired future state.

In this course, we will analyze the forces that drive organizations to change, examine impediments to change, and survey a range of approaches for making organizational change more effective. The course is aimed to develop understanding of change processes and provides practical skills for managing and leading change.

Special attention will be given to managing disruptions from transitions and the inevitable losses that radical change brings. This course will deal with business leadership during periods of rapid change and managing a business during difficult times. It will focus on the early recognition of, methods of preventing, coping with, and learning from critically disruptive situations. The course will allow students to develop a general framework for recognizing and dealing with rapid change in business.

### **מהלך השיעורים:**

There will be individual or team assignments along the course. In general, teams will consist of 2-4 students. Each team will have to work on a case or two cases and analyze them. Some teams will present their project to the class.

There will be 13 weekly meetings, 1.5 hour length each. Each weekly session covers a specific topic (see below).

תכנית הוראה מפורטת לכל השיעורים:

SESSIONS	TOPICS	Objectives	Reading
WEEK 1:	Topic: Course Overview; The context and Meaning of change.  Initiating change : Creativity and Innovation	Why Study Change? The challenge of change, The relevance of organizational change.  Organizations and their changing environments.  How to be creative? Using creativity to initiate change, and the skills of innovation to execute it.  Practicing different methods to increase your creativity.	Amabile, T. M. (1997). Motivating creativity in organizations: On doing what you love and loving what you do. <u>California Management Review</u> , 40 (1), 39-58.

WEEK 2:	Topic: Personal change.	Self-awareness, Personal empowerment, Self leadership. Leveraging strengths, Learning from personal cases.	Neck. C.P, Manz C.C & Godwin. J., (1999), "I think I can, I think I can" A self-leadership perspective toward enhancing entrepreneur thought patterns, self-efficacy, and performance. <u>Journal or Managerial Psychology</u> , p. 477-501.  Spritzer G. (2007), Taking Stock: A review of more than twenty years of research on empowerment at work. <u>The Handbook of Organizational Behavior</u> , Sage Publications, p. 1-49. For the class you need to read p.1-14.
WEEK 3:	Topic: Strategic Renewal and Change	Strategic Responsiveness, Behavioral Change, Case Study analysis.	Spector, B. Implementing Organizational Change, Theory and Practice. (2007) Pearson Prentice Hall. Chapter 1.

WEEK 4:	Topic: Exploring Strategic change.	The nature of organizational change, context-specific change, the transition state.	Balogun, B. & Hiley, V.H., (2008) Exploring Strategic Change, Prentice Hall, Chapter 1
WEEKS 5:	A guest speaker: managing change in real life: From vision to implementation.	Learning from personal experience of managing change.	Balogun, B.& Hiley, V.H., (2008) Exploring Strategic Change, Prentice Hall, Case Study 1.
WEEK 6:	Theories of Organizational Change. Theories of Effective Change & Implementation.	Traditional models, Critical perspectives, Strategic management models.	Spector, B. Implementing Organizational Change, Theory and Practice. (2007) Pearson Prentice Hall. Chapter 2
WEEK 7:	Organizational Diagnosis: Entering and contracting for change. Diagnosing Organizations & A case Study	Diagnosing change, Change architecture. A strategy for organizational effectiveness.	Spector, B. Implementing Organizational Change, Theory and Practice. (2007) Pearson Prentice Hall. Chapter 3
WEEK 8:	Understanding implementation choices: the options to consider.	Change Path, Change start Point, Change style, Change target.	Balogun, B. & Hiley, V.H., (2008) Exploring Strategic Change, Prentice Hall, Chapter 2

WEEK 9:	Topic: Organizational Culture and Change.	Assessing culture, leaders shape culture, Different organizations and their different cultures. Case Study Analysis.	Spector, B. Implementing Organizational Change, Theory and Practice. (2007) Pearson Prentice Hall. Chapter 4.
WEEK 10:	Analyzing the change context: how context affects choice.	Assessing: time, scope, diversity, capability, capacity, readiness, power	Balogun, B. & Hiley, V.H., (2008) Exploring Strategic Change, Prentice Hall, Chapter 3
Week 11:	Designing the transition: The implementation Path.  Analyzing the change context: exercising change judgment.  Doing the right thing: Change that matters.	The future state: vision, Barriers to change, linking individual and organizational transitions, mobilizing for change.  A case study analysis & a class simulation.  The Tarmac case.	Balogun, B. & Hiley, V.H., (2008) Exploring Strategic Change, Prentice Hall, Chapters 4 & 5.

WEEK 12:	Designing the transition: Change levers and interventions	Communication, Symbolic activity, Building new human resource management system.	Balogun, B. & Hiley, V.H., (2008) Exploring Strategic Change, Prentice Hall, Chapter 6.
WEEK 13:	Managing the transition: Planning, monitoring and resourcing. Putting it all together.	Designing the outcomes, Monitoring mechanisms, Middle managers and change agency, change recipients and resistance to change. An integration and Summary.	Balogun, B. & Hiley, V.H., (2008) Exploring Strategic Change, Prentice Hall, Chapters 7 & 8.

## ג. חובות הקורס:

Attendance, reading materials, class participation, 40%  
and team assignment. (particiatptio-15%,  
assignment- 25%)

Final Exam 60%

Attendance, reading materials, class participation,

You are expected to read the material relevant to each class session, to prepare your individual and team assignments and submit them on time, and to contribute regularly to the discussion.

The students that attend consistently, and stand out as major contributors to class discussion will be rewarded accordingly.

Final Exam: At the end of the course, you will be asked to take a final exam. The exam will cover the subjects, which have been learned during the course. This is a closed exam in a format of a Multiple Choice Questionnaire. The exam is written in Hebrew (but note that particular professional terms will be given also in English, e.g., creativity) and will be conducted as in every other course at the Bar-Ilan University. You will be asked to answer 25 multiple choice questions.

#### **מרכיבי הציון הסופי:**

Attendance, reading materials, class participation, and team assignment. (particiatptio-15%, assignment- 25%)	40%
Final Exam	60%

#### **ד. ביבליוגרפיה: (חובה)**

Amabile, T. M. (1997). Motivating creativity in organizations: On doing what you love and loving what you do. California Management Review, 40 (1), 39-58.

Neck. C.P, Manz C.C & Godwin. J., (1999), "I think I can, I think I can" A self-leadership perspective toward enhancing entrepreneur thought patterns, self-efficacy, and performance. Journal or Managerial Psychology, p. 477-501.

Spritzer G. (2007), Taking Stock: A review of more than twenty years of research on empowerment at work. The Handbook of Organizational Behavior, Sage Publications, p. 1-49. For the class you need to read p.1-14.

Spector, B. Implementing Organizational Change, Theory and Practice. (2007)  
Pearson Prentice Hall. Chapters 1-4

Balogun, B. & Hiley, V.H., (2008) Exploring Strategic Change, Prentice Hall,  
Chapters 1-8