UNIVERSITÀ
DEGLI STUDI DI MILANO-BICOCCA

COURSE SYLLABUS

Organizational Change

2324-2-F5701R009

Course title

Organizational Change Theory and Management

Topics and course structure

Developing advanced knowledge and skills in the change management field is crucial. Factors such as technological advances, digitalization, geo-political changes, increasing competitive pressures, the development of new organizational forms, Merger & Acquisition initiatives, regulatory reforms and globalization are creating - at the same time- opportunities and threats that organizations need to address, if they are to survive and succeed.

The importance of change management implies that not only managers have to be competent at identifying the need for change and managing it: all organizational levels - even if with different roles and responsibilities - have to deal with the high degree of complexity imposed by each change management initiative. In other words, managers, professionals and employee have to be able to act in ways that will secure change, accepting that there is no single formula that can be applied to all organizations, at all times.

Change Management requires change agents to coherently manage the various dimensions on the organizational functioning, integrating knowledge and skill that are developed in others courses, such as Organization Design, Strategic Management, Human Resource Management, Operation Management, T&D Strategies and others. This is why, as happens in many academic programmes, this change management module is placed in an advanced position within the whole academic programme. Consequently, studying change management will provide you with an opportunity to reflect on what you have learned from others courses (and from your experience, if this is the case).

Objectives

This course is designed to help you to:

- recognize different implications arising from internally planned changes and from externally imposed changes;
- develop and enhance your investigative and diagnostic skills, so that you will be effective in assessing what is going on in organizations and what change is necessary;
- improve your awareness of all the issues related to each specific change initiative;
- improve your awareness of how people can facilitate or resist change, and consequently your skills in promoting initiatives for sustain motivation to change;
- develop your competence in planning change, on the basis of the diagnosis carried out;
- more in general, extend your ability to manage the technical side and the human side together entailed in each organizational change initiative.

Methodologies

Project works, simulazione and case studies will enhance the learning experience triggered by lessons.

Online and offline teaching materials

Programme and references

1. Hayes, J., 2022 (Sixth Edition), *The Theory and Practice of Change Management*, Macmillan/Red Globe Press;
2. Two articles (please download them from Prometeo) to choose from the following:

- Bartram, T., Stanton, P., Bamber, G. J., Leggat, S. G., Ballardie, R., & Gough, R. (2020). Engaging Professionals in Sustainable Workplace Innovation: Medical Doctors and Institutional Work. British Journal of Management, 31(1), 42–55.
- Burton, R. M., Mastrangelo, D. and Salvador, F, (2014), "Big Data and Organization Design", Journal of Organization Design (Special Issue), Vol. 3, No. 1
- Choi, M. (2011). Employees' attitudes toward organizational change: A literature review. Human Resource Management, 50(4), 479–500.
- Chung, G. H., Choi, J. N., & Du, J. (2017). Tired of innovations? Learned helplessness and fatigue in the context of continuous streams of innovation implementation. Journal of Organizational Behavior, 38(7), 1130–1148.
- Clark, S.M., Gioia, D.A., Ketchen,Jr, D.J., Thomas, J.B., 2010, "Transitional Identity as a Facilitator of Organizational Identity Change during a Merger", Administrative Science Quarterly, 55: 397-438
- Fyke, J. P., & Buzzanell, P. M. (2013). The ethics of conscious capitalism: Wicked problems in leading change and changing leaders. Human Relations, 66(12), 1619–1643.
- Hambrick, D.C. and Lovelace, J.B. (2018), "The Role of Executive Symbolism in Advancing New Strategic Themes in Organizations: A Social Influence Perspective", Academy of Management Review, Vol. 43 No. 1, pp. 110-131
- Hanelt, A., Bohnsack, R., Marz, D. and Antunes Marante, C. (2021), "A Systematic Review of the Literature on Digital Transformation: Insights and Implications for Strategy and Organizational Change", J. Manage. Stud
- Hasle, P., & Vang, J. (2021). Designing Better Interventions: Insights from Research on Decent Work.

Journal of Supply Chain Management, 57(2), 58–70.
- Isabella, L. A., (1990), "Evolving Interpretations as a Change Unfolds: How Managers Construe Key Organizational Events", Academy of Management Journal, Vol. 33, No. 1
- Kraft, A., Sparr, J.L. and Peus, C. (2018), "Giving and Making Sense About Change: The Back and Forth Between Leaders and Employees", Journal of Business and Psychology, Vol. 33 No. 1, pp. 71-87
- Lawrence, T., Suddaby, R., & Leca, B. (2011). Institutional Work: Refocusing Institutional Studies of Organization. Journal of Management Inquiry, 20(1), 52–58.
- Luscher, L.S. and Lewis, M.W. (2008), "Organizational Change and Managerial Sensemaking: Working Through Paradox", Academy of Management Journal, Vol. 51 No. 2, pp. 221-240
- Oreg, S. et al., 2018, "An Affect-Based Model of Recipients' Responses to Organizational Change Events", Academy of Management Review, 43(1), pp. 65–86;
- Ramirez, M. F., & Islam, G. (2022). "Important for you to be there": Employee activism and the dialectics of researcher–practitioner collaborations. Human Resource Management Journal, 1748-8583.12474.
- Sia, S., Soh, C. and Weill, P. (2016), "How DBS bank pursued a digital business strategy", MIS Quarterly Executive, 15, 105–21
- Soderstrom, S. B., & Weber, K. (2020). Organizational Structure from Interaction: Evidence from Corporate Sustainability Efforts. Administrative Science Quarterly, 65(1), 226–271.
- Sydow, J., Schreyögg, G. and Koch, J., 2009, "Organizational Path Dependence: Opening the Black Box", Academy of Management Review, 34(4), pp. 689-709
- Thomas, R., Sargent, L.D., Hardy, C., 2011, "Negotiating Meaning and Power-Resistance Relations", Organization Science 22(1), pp. 22-41
- Tsoukas, H. & Chia, R., 2002, "On Organizational Becoming: Rethinking Organizational Change", Organization Science, 13(5), pp. 567-582
- Vial, G., (2019), "Understanding digital transformation: A review and a research agenda", Journal of Strategic Information Systems, 28, 118–144
- Waeger, D. and Weber, K. (2019), "Institutional Complexity and Organizational Change: An Open Polity Perspective", Academy of Management Review, Vol. 44 No. 2, pp. 336-359
- Wiedner, R., Barrett, M. and Oborn, E. (2017), "The Emergence of Change in Unexpected Places: Resourcing across Organizational Practices in Strategic Change", Academy of Management Journal, Vol. 60 No. 3, pp. 823-854

Assessment methods

English speakers: it is required to carry out an oral examination.

The examination will assess the following subjects:

- knowledge of the constructs, theories and models and of their relationship;
- usage of the correct disciplinare language;
- ability to apply constructs, theories and models when designing change management initiatives.

Office hours

Please check the following web page: https://www.unimib.it/cristiano-ghiringhelli

Programme validity

Two academic years.

Course tutors and assistants

Sustainable Development Goals

GOOD HEALTH AND WELL-BEING | DECENT WORK AND ECONOMIC GROWTH | INDUSTRY, INNOVATION AND INFRASTRUCTURE