

## UNDERSTANDING AND LEADING CHANGE

Summer in Prague, Prague, Czech Republic

**Suggested US semester credit hours:** 4

**Contact hours:** 60

**IFSA course code:** MG380-20

**Delivery method:** Face to Face

**Course length:** Summer

**Possible cross-listings:** Organizational Behavior, Change Leadership, Stakeholder Engagement

### **COURSE DESCRIPTION**

Change is an inevitable circumstance in the global business environment. In this course, the role and various approaches of leadership in change will be studied, with special attention to appropriate and timely interventions required to maximize benefits and minimize risk. Students will examine change drivers, resisters and barriers in order to understand the ways in which change impacts an organization's strategy and operations.

### **LEARNING OBJECTIVES**

1. Compare ways in which change impacts on an organization's strategy and operations.
2. Evaluate the influences that drivers of change have on organizational behavior.
3. Determine how barriers to change influence leadership decision-making.
4. Apply a range of leadership approaches to a change initiative.
5. Become familiar with resources available for further research on leadership and change.
6. Make cognitive connections between learning in this course and other learning experiences in the IFSA Summer in Prague program.

### **PREREQUISITE KNOWLEDGE**

1. Understanding of basic organizational structures
2. Basic understanding of management and leadership theories
3. Basic understanding of cross-cultural management theories

## ESTIMATED COURSE SCHEDULE

| <b>Content Delivery<br/>Summer</b> |  |
|------------------------------------|--|
| 1                                  | <p><b>Compare ways in which change impacts on an organization's strategy and operations</b></p> <p>Change as a constant requirement:<br/>What is change in a business context?<br/>How does position and perception influence a view of change as negative or positive?</p> <p>Types of organizational change:<br/>To include structural and strategic, and people and processes.<br/>Drivers of change: Consideration of internal and external drivers which could be based on a PEST and/or SWOT analysis.</p> <p>Dealing with change:<br/>To include planned and emergent change, strategies for change and the Bohner and Arnold Change Impact Analysis.</p>                 |
| 2                                  | <p><b>Evaluate the influences that drivers of change have on organization behavior</b></p> <p>Change and the impact on organizational behavior:<br/>Considering the psychological impact of change on people.<br/>How change impacts on team dynamics and how people are led and managed.</p> <p>Recognizing drivers of change:<br/>Using analytical tools such as PEST and SWOT. Selecting the most significant drivers in a given context.</p> <p>Responding to drivers of change:<br/>Using systems theory and continuous improvement models to predict and proactively plan for change. Using the Burke-Litwen model to make the change process efficient and effective.</p> |
| 2                                  | <p><b>Determine how barriers to change influence leadership decision-making</b></p> <p>Initiated or imposed change:<br/>Deciding to be preemptive and proactive or responsive and reactive will be based on the situation and the nature/scope of the change.<br/>Adaptive and constructive change.</p> <p>Barriers and resistance to change:<br/>Using a force field analysis to understand likely opposition and support for change in a contemporary context.<br/>Schein's organizational culture model, self-efficacy perceptions and situational resistance when determining barriers.<br/>Leadership and decision-making:</p>  |

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|   | Doing the right thing is important when dealing with change as change mostly affects people. Decisions should be considered with this in mind.  |
| 3 | <p><b>Apply a range of leadership approaches to a change initiative</b></p> <p>Situational leadership:<br/>The context of a task/activity/challenge determines the appropriate leadership style/approach.</p> <p>Initiating change:<br/>Where change is initiated then leaders have more control, more time and, therefore, more opportunity to select the best approach to apply. When change is imposed then these opportunities are reduced or even negated.</p> <p>Change theories, concepts and models:<br/>The key theories, concepts and models, including Kotter's 8-step Change model, Lewin's change management model, change through strategic communication, change and movement through leadership, the principles of change leadership.</p> |

### **EVALUATION METHODS**

1. Written Report
2. Individual Presentation

### **RELATED ACTIVITIES**

In delivering this course, we collaborate with a wide range of employers from our industry network to ensure that the course contents meet the needs and expectations of commerce, finance and industry requirements. We also work closely with the relevant professional bodies, to ensure alignment with recognized professional standards. There is continuous emphasis on employer engagement and work readiness so that students appreciate that the case study approach adopted while delivering the course is integrated into the processes of real organizations. To this extent, there is an arrangement of guest speakers and workshops that are held during the delivery of the course where industry professionals deliver to students their experience and integrate this with the course contents. Visits to relevant organizations may also be arranged so that students appreciate the complexity of real organizations and appreciate the nature of complex integrated processes taking place within such organizations.

Practical activities could include cooperation with industry partners and working on live projects, providing potential solutions to given problems and presenting solutions to live audiences for feedback from industry professionals enhancing the learning for students in terms of future industry application.

## **TIMELY SUBMISSIONS**

Assignments submitted after the deadline will be accepted at the discretion of the course instructor and generally only in the event of a documented illness or emergency.

## **ACADEMIC INTEGRITY**

Any academic endeavor must be based upon a foundation of honesty and integrity. Students are expected to abide by principles of academic integrity and must be willing to bear individual responsibility for their work while studying abroad. Any academic work (written or otherwise) submitted to fulfill an academic requirement must represent a student's original work. Any act of academic misconduct, such as cheating, fabrication, forgery, plagiarism, or facilitating academic dishonesty, will subject a student to disciplinary action.

IFSA-Butler takes academic integrity very seriously. Students must not accept outside assistance without permission from the instructor. Additionally, students must document all sources according to the instructions of the professor. Should your instructor suspect you of plagiarism, cheating, or other forms of academic dishonesty, you may receive a failing grade for the course and disciplinary action may result. The incident will be reported to the IFSA-Butler resident director as well as your home institution.