

COURSE UNIT DESCRIPTION

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| Course Unit Title | DEVELOPING LEADERSHIP & MANAGING CHANGE | |
| Course Unit Code | HR650 | |
| Type of Unit | Core | |
| Level of Course Unit | First cycle | |
| Year of Study | First/second year | |
| Semester | On demand | |
| Prerequisites | HR 405 Organizational Behavior | |
| Number of ECTS Credits | 6 | |
| Course Unit Objectives | The course provides a roadmap to achieving excellence in Leadership and managing change. It outlines the theoretical foundations of the concept of Leadership and what it takes to influence and empower others, as well as, practical knowledge and advice to enhance their ability to help themselves, their people, and organizations to manage effectively corporate change provide them. The course presents behavioral models, tools and personality benchmarks that students may immediately implement into their own career path. It offers to participants the opportunity to expose themselves to the latest thinking and practice in the management of change. The course requires personal intellectual curiosity and commitment, and, in addition to laying the theoretical foundations of leadership, will be experiential and practical in nature. | |
| Learning Outcomes | On completion of this course/workshop students will be able to: | PILOs |
| | 1. Demonstrate knowledge and understanding of key concepts, theories, practices, and trends that relate to effective leadership and the management of change, including the ethical and sustainability implications linked to their application | A |
| | 2. Integrate theoretical knowledge and relevant data/information to analyze complex situations and exercise judgment on issues that relate to the effective management of change. | B |
| | 3. Identify through self-assessment their personal strengths and areas for improvement and create a personal plan for the continuous development of their leadership potential and skills. | B |
| | 4. Apply critically change management concepts/theories and models to recommend solutions to frequently encountered problems or improvements to current practices. | C1 |
| Title and Name of Lecturer(s) | Dr. Dionysis Dionysiou | |
| Mode of delivery | Face to Face | |
| Prerequisites | HR405 Organizational Behavior | |
| Recommended or required reading(s) | Readings are divided into: Pre-reading, Essential and Further Readings. You will be supplied with the “Pre-readings” and “Essential Readings”. You will find it beneficial if you read them in advance of every session. “Further Readings” are intended to | |

provide information for additional sources of relevant literature for those who wish to widen and deepen their understanding or particular issues now or in the future.

Pre-readings:

Students must read before the first lecture the following case studies (hard copies will be provided before first class):

- The case of the disobedient workers (moodle)
- Grange, C., Prom Tep, S. Senecal, S. 2018. Digital Transformation at La Presse: B – Implementing the Digital Strategy. *International Journal of Case Studies in Management*, 16(1) (request a copy from program office).
- Cabbaro, J. J., & Kaftan, C. 2012. Jess Westerly at Kauflauf GmbH. *Harvard Business Publishing* (request a copy from program office).
- Kouzes, J. and Posner, B. (2012). *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*, San Francisco: Jossey-Bass. Extraordinary Things Happen in Organizations. Jossey-Bass

Additional articles and e-material will be handed out during the course.

Required Readings:

- Bridges, W. 2010. Three Questions: Manage your transitions. *Leadership Excellence*.
- Burnes, B. 2004. Kurt Lewin and the planned approach to change: a re-appraisal. *Journal of Management Studies*, 41: 977-1002.
- Dent E. B., & Goldberg, S. G. 1999. Challenging “resistance to change”. *Journal of Applied Behavioral Science*, 35: 25-41
- Ford, J. D., & Ford, L. W. 2009. Decoding resistance to change. *Harvard Business Review*, 87: 99-103
- Kotter, J. 2001. What leaders really do. *Harvard Business Review*, pp. 85-96.
- Kotter, J. 2007. Leading Change: Why transformation efforts fail. *Harvard Business Review*, 85:96-103.
- Sirkin, H.L., Keenan, P. & Jackson, A. 2005. The hard side of change management. *Harvard Business Review*, 83: 108-118.

Further Readings:

- Armenakis, A.A., and Harris, G. S. 2009. Reflections: our journey in organizational change research. *Journal of Change Management*, 9: 127-142.
- Blount, S., Carroll, S. 2017. Overcome resistance to change with two conversations. *Harvard Business Review*, pp 1-4.
- Bridges, W. 2009. *Managing Transitions: Making the Most of Change* (3rd Edition), MA: Addison Wesley.
- Ford, J.D., Ford, L.W. and D’Amelio, A. 2008. Resistance to change: The rest of the story, *Academy of Management Review*, 362-377.
- Garvin, D. A., and M. A. Roberto. 2005. Change through persuasion. *Harvard Business Review* (February): 30–38.
- Huy, Q. N. 2002. Emotional balancing of organizational continuity and Radical Change: the contribution of middle managers. *Administrative Science Quarterly*, 47: 31-69.
- Oreg, S., Bartunek, J., Lee, G., Do, B. 2018. An affect-based model of recipients’ responses to organizational change events. *Academy of Management Review*, 43: 65-86.

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| | <ul style="list-style-type: none"> • Rafferty, A. E., Jimmieson, N. L., and Armenakis, A. A. 2013. Change readiness: a multilevel review, <i>Journal of Management</i>, 39 (1): 110-135. • Romanelli, E., & Tushman, M. L. 1999. Organizational Transformation as Punctuated Equilibrium: An Empirical Test. <i>Academy of Management Journal</i>, 37: 1141-1166. • Stouten, J., Rousseau, D. M., & De Cremer, D. 2018. Successful organizational change: Integrating the management practice and scholarly literatures. <i>Academy of Management Annals</i>, 12(2): 752-788. • Weick, K. E., & Quinn, R. E. 1999. Organizational Change and Development. <i>Annual Review of Psychology</i>, 50: 361-386. • Katzenbach, J. R., Steffen, I., & Kronley, R. 2012. Cultural change that sticks. <i>Harvard Business Review</i>, 90: 110-117. <p>Adair, J. (2002). <i>Inspiring Leadership: Learning from great leaders</i>. London: Thorogood.</p> <p>Goleman, D., Boyatzis, R., & Mckee, A. (2013). <i>Primal Leadership: Unleashing the Power of Emotional Intelligence</i>, Boston, MA: Harvard Business School Press.</p> <p>Bill, G. (2004). <i>Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value</i>, San Francisco: Jossey-Bass.</p> <p>De Pree M. (2008). <i>Leadership Jazz: The Essential Elements of a Great Leader</i>. New York: Doubleday</p> <p>Kotter, J. (1999). <i>What Leaders Really Do</i>, Boston : Harvard Business School Press</p> <p>Bill George (2013). <i>Discover Your True North</i>, New Jersey: John Wiley & Sons Inc.</p> <p>Pink, D. (2006). <i>A Whole New Mind: Why Right-Brainers Will Rule the Future</i>. New York: Riverhead Books.</p> <p>Bennis W. Nanus B. (2007). <i>Leaders: Strategies for Taking Charge</i>. New York: HarperBusiness. usiness Essentials, 2007</p> <p>Herrmann, N, Herrmann-Nedhi, A (2015). <i>The Whole Brain Business Book</i> (2nd ed.), McGraw-Hill,</p> |
| Planned learning activities and teaching methods | Teaching Methods will include lectures, case studies, group discussions, videos and a simulation game. To make the most of teaching sessions and to give you ample time to discuss the case studies in your groups, it is important that each one of you has read all relevant case studies prior to the teaching sessions. |
| Assessment methods and criteria | The course will be assessed as follows: (a) 90% by an individual exam; (b) and (b) 10% by the completion of an online quiz. |
| Language of Instruction | English |
| Detailed Class Schedule | |
| Class 1: | <ul style="list-style-type: none"> • The significance of organizational change for organizations; why do change initiatives fail? • Flexibility vs. Stability: managing the unavoidable trade-offs. • Types and patterns of change • Change as a planned intervention: <ul style="list-style-type: none"> - How to introduce planned change successfully: Lewin’s force-field analysis and the 3-step model of change. - Resistance to change: common sources of resistance to change and strategies to reduce resistance. |
| Class 2: | <ul style="list-style-type: none"> • Leading transformational change |

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| | <ul style="list-style-type: none"> - Leadership vs. Management: why we need both. - Kotter’s 8-stage model of transformational change - Designing successful change interventions: BCG’s DICE framework. <ul style="list-style-type: none"> • Continuous versus discontinuous models of change; • The dynamics of growth and resistance: Land’s growth curve. |
| Class 3: | <ul style="list-style-type: none"> • Why do change management efforts fail? The human factor. <ul style="list-style-type: none"> - Bridges’ model of individual transitions: helping people through corporate change. - Individual reactions to change and strategies to deal with them. • Reactive and proactive approaches to change management. • Individual stages of change • Harvard Business Publishing Simulation game “Change Management Simulation: Power and Influence V2” William Q. Judge; Linda A. Hill <p>In this simulation, you play one of two roles at a sunglass manufacturing firm and face the challenges associated with implementing an organization-wide environmental sustainability initiative. The initiative seeks to change raw material inputs in order to make the company's products more "green," and also to address environmental waste issues. The simulation includes up to four scenarios with different combinations of two important factors for creating change: the relative power of the change agent and the relative urgency associated with the change initiative. In each scenario, you choose among different change levers in an attempt to persuade key members of the organization to adopt the change initiative. You are assessed on your ability to achieve the greatest percentage of adopters within the company while simultaneously using the fewest resources.</p> |
| Learning Hours | <p>Pre-readings: 5 Contact (class) hours: 14 Independent study: 56 Total: 75</p> |
| About the Instructor | <p>Dr. Dionysiou teaches courses in the areas of Organizational Behavior, Organizational Change, and Business Excellence. His research interests focus on processes of organizing and sensemaking, organizational routines, organizational change and adaptation, and the management of organizations operating in high-velocity, uncertain environments. His research has been presented in international academic conferences, among which, the Academy of Management (AoM) and the Group for Organization Studies (EGOS).</p> <p>Dr. Dionysiou has significant professional experience in defence logistics and he was representative of the Hellenic Army in several NATO cooperative logistics partnerships. He has worked for many years as an executive trainer for numerous Greek and multinational companies such as EFG-Eurobank Ergasias, Vodafone Hellas, Shell Hellas, Phillip Morris Hellas, Quest, Reederei Nord Ltd., S&B Minerals S.A., and Indonesian Port Corporation (IPC). He is also the academic supervisor of the Best Workplaces Hellas competition in Greece.</p> |