

GBUS860-001
University of Regina
Faculty of Business Administration

Winter, 2007

Instructor: Dr. Jack K. Ito
Office: Ed 565.4
Telephone: 585-4714, fax: 585-5361
e-mail: jack.ito@uregina.ca

Office Hours: M: 6:00 – 7:00 and by appointment

Course Description:

This course seeks to bring about an awareness and understanding of how organizations are managing change. The course will provide perspectives of the change strategists, the change implementers, and the change recipients. The objective of the course is to develop sensitive and effective change-agent skills in management ranks.

Text:

T.D. Jick and M.A. Peiperl, Managing change: Cases and concepts (2nd edition), New York: McGraw-Hill, 2003.

Grade Distribution:

Final Examination	25
Group Term Project	40
Participation	15
Write Ups	20

Final examination: The exam will be on April 16th from 6:00 to 10:00 in the seminar room. It will be a case, with questions to guide your analysis.

Discussion cases and Write-ups: There is a discussion case scheduled each day. One objective of these cases is to apply the concepts in the reading material (plus your own experience) to understanding “what is going on” in the situation. While some cases require some recommendations for a course of action, others are really for illustrative purposes only. I have given a few questions as guidelines or starting points to stimulate discussion.

Six of the discussion cases are also designated as write-ups – you are asked to respond to the write-up question or questions. You may write on as many cases as you like – I will take the average of your best four. These should be no more than two pages in length, double-spaced, or one page single-spaced. I will pick them up at the end of the class. If you are unable to attend, please e-mail your write-up to me.

Group Term project: There is one group term project. A group may consist of **up to** four people (those who do not wish to work in a group may submit an individual project). The term project will be presented to the class during the last three sessions (the exceptions are the ones that are confidential). The presentation should last no more than 20 minutes and it will be followed by 20 minutes of discussion. The written term project is due by **April 9th**, but may be submitted earlier

than that. Term projects may be submitted to me by mail (Faculty of Administration, University of Regina, S4S OA2), or dropped off at the General Office. Do not e-mail the term project.

The term project will generally be one of two types. The first type identifies problems and issues in the workplace and develops recommendations. The literature review section will normally be quite short, supporting the analysis and the recommendations. The other type is primarily based upon the literature and may contain workplace examples that serve to illustrate the conceptual material. You may choose any topic that fits into the general concept of this course. I would like a written outline (or at least a topic) by the end of the third week.

If you plan to interview or use a questionnaire, you will need to obtain approval from the University of Regina Ethics Review Board. Please let me know ASAP whether you will need ethics approval: I have obtained general approval for the class and will speak with each group or individual about the appropriateness of the topic and the methods that you plan to use. It is possible that some topics are too sensitive and therefore will not be approved. I have sample forms that provide guidelines for conducting research as well as sample consent letters and forms.

Sample topics:

- Change issues in mergers and acquisitions, arising from the integration of cultures and workforce reduction.
- Changing corporate values to align with organizational strategies
- Introducing technological change
- Structural changes, including downsizing processes

I would like to have a rough outline of your topic (one page), no later than 3 weeks into the course.

Some reading sources:

Some of the practitioner oriented journals in the library are:

Human Resource Management
Harvard Business Review
California Business Review
Business Horizons
Sloan Management Review
Academy of Management Executive
Personnel Journal
Training and Development Journal

Some of the more theoretically oriented journals in the library are:

Academy of Management Journal (empirical)
Academy of Management Review (frameworks)
Personnel Psychology
Journal of Applied Psychology
Industrial Relations (a lot of pay research in this journal)

Writing the paper: You may use any academic system to acknowledge and reference your sources. I prefer the one used by Human Resource Management for its simplicity. The following are illustrations:

For quotations:

Smith (1998: 67) stated, “.....” (for a short quotation)

One noted researcher has stated, “.....” (Smith, 1998: 67).

For a long quotation, indent, and do not use quotation marks.

For paraphrases:

One researcher found that (Smith, 1998)

Paraphrases do not require the page number.

There are several formats for listing references. Use whatever format you are familiar with (e.g. APA guidelines or the format in an academic journal).

Remember to keep track of your sources: papers must be properly referenced – not only quotations, but also paraphrases.

Note:

If there is a student in this course who, because of a disability, may have a need for accommodations, please come and discuss this with me, as well as contacting the Coordinator of Special Needs at 585-4631.

Outline

Session 1

Introduction

Session 2

Forces for change: technology

Introduction (xv – xxv)

Introduction to module “Forces for change”

Orlikowski and Hofman, “An improvisational model for change management” (Text)

Morison, “Gunfire at sea” (Handout)

Frost and Egri, “The political nature of innovation” (Handout)

Tushman and O’Reilly, “Ambidextrous organizations: Managing evolutionary and revolutionary change”, California Management Review, 1996, Vol 38, No. 4 (Library system) Note: there are two Vol. 38, no.4 listed – one does not have pdf files, the other does.

The four articles are complementary. The Morison article was first presented in 1950, and, as you will see, many of the themes he identified are still applicable today as a way of understanding the nature of change – in particular the interconnectedness of technology, structure and norms / values. The Frost and Egri article is concerned with the application of politics in order to conceive and implement technological change; and the Tushman and O’Reilly article deals with

types of change.

Discussion Case: Conspiracy of change at Intuit

Think about some of the applications of the reading material to the case – what are some of the reasons for the firm’s success?

Write-up question #1: Why did the firm succeed in the transition to the internet – when so many other firms did not?

Session 3

Forces for change: customer focus and globalization

Beatty and Ulrich, “Re-energizing the mature corporation” (Text)

“A note on the organizational implications of globalization” (Text)

Financial times, “Cultivating the world” (Text)

Discussion Case: Clifford Chance: International expansion

Write-up question #2: As a management consultant, what recommendations would you make to Mr. Howe?

Session 4

Changing the game (from vision to adaptation)

Jick, “The vision thing” (Text)

Spector, “From bogged down to fired up: Inspiring organizational change” (Text)

Georgia, “Motorola: The next generation of change management” (Text)

Christensen and Overdorf, “Meeting the challenge of disruptive change” (Text)

Quinn, “Strategic goals: Process and politics”, Sloan Management Review, Fall, 1977 (Library system)

This is the first of three articles by Quinn (the next two are scheduled for the next session). These are classic papers, and, they are rich in detail and insight into strategic change. They consider how “muddy” decision-making tends to be and how managers actually make decisions – at least in the corporations that he studied. These are behavioural pieces rather than prescriptive or “how to” articles. Quinn is a leading figure in the field of strategy.

Discussion Case: Charlotte Beers (A)

Write-up question #3: This case describes the processes of creating a vision for Ogilvy & Mather, an eminent advertising agency. Toward the end of the case, the case writer describes a number of tensions and concerns that are troubling Charlotte Beers. As a management consultant, what are the primary issues that she has to address and what should she do?

Question to start class discussion: One interesting contrast is that between the Jick and the Quinn articles. Essentially, what seems an interesting starting point for the class discussion is: except for the founder’s vision, are visions created or are they recognized - selecting and building on themes

already pursued by the organization?

Session 5

Implementing change

Jick, "Implementing change" (Text)

Nadler and Tushman, "Organizational frame bending" (Text)

Quinn, "Strategic change: Logical incrementalism" Sloan Management Review, Fall, 1978 (Library system)

Quinn, "Managing strategic change" Sloan Management Review, Summer, 1980 (Library system)

Discussion case: Marconi plc (A)

This case spans some 40 years and describes a series of strategic changes and the development of a vision and mission statement (The Marconi Way). The difficulties of the 2000 – 2001 period had a significant impact on the firm and its employees. A new management team is now (2002) trying to address significant issues in order to effect a turnaround.

Questions to start class discussion: There are many themes worth exploring in this case, for example, what roles do vision and mission statements play in organizations? Moreover, it almost appears as though these statements play only a marginal role in the recovery plans, suggesting that visions follow the strategic actions of firms (reinforcing these actions) and, when conditions change, strategies change and therefore so do the visions. Visions are essentially retrospective in this pattern.

What do you think of the way that Parton proceeded in his attempt to turn the company around?

Session 6

Implementing change

Beer, Eisenstat, and Spector, "Why change programs don't produce change" (Text)

Nadler and Tushman, "Organizational frame bending" (Text)

Rousseau, "Changing the deal while keeping the people" (Text)

Discussion case: Revolution at Oticon

Question to start class discussion: What do you think of Lars Kolind's change strategy? (both content and process).

Write-up question #4: At the end of the case Lars Kolind is facing open resistance to the proposed move of the head office to a remote part of Denmark. What advice would you give him?

Discussion case: Welcome aboard, Harvard Business Review, October 2002 (Library system)

I have used this case in GBUS 817 – so some of you will be familiar with it. One reason I use HBR cases is that they contain the commentary of experts who provide their professional insights many of which disagree with one another. The question for discussion is at the end of the case (in bold): Is the CEO pushing too much for change too quickly? What should she do?

Session 7

The recipients of change

Jick, “The recipients of change” (Text)

Peiperl and Baruch, “Back to Square Zero: the Post-Corporate Career” (Text)

Young and Post, “Managing to communicate, communicating to manage” (Text)

Discussion case: Donna Dubinsky and Apple Computer (A)

Discussion case: Wellcome Israel (A)

Write-up question #5: Ofra Sherman has come to you for advice – she has a number of questions (page 320). What would you recommend?

Session 8

Leading change: the personal side

Tichy, “Bob Knowling’s change manual” (Text)

Oshry, “Converting middle powerlessness to middle power: A systems approach” (Text)

“The young change agents” (case)

“James Shaw on the young and powerless change agents” (Appendix 2)

Kanter, “The enduring skills of change leaders” (Text)

“Innovating in the age of megamergers and Sticky moments...” (one page readings at the end of the chapter)

Discussion case: Three in the middle

We shall discuss the ways in which each faced their respective challenges – for example, the similarities and differences by which each faced their own challenges; whether some were more effective than others; and what lessons you were able to draw from the situations. Also, consider what you might have done in some of the situations – to what extent do factors such as personality influence how one feels and how one acts?

Session 9

Continuous change

Wheatley, “Change, stability, and renewal” (Text)

Beer and Nohria, “Cracking the code of change” (Text)

Discussion case: Singapore Airlines

Session 10

TBA

Session 11 to 13 Project presentations

