





Teacher(s)	Guilmot Nathalie (compensates Vas Alain) ;Malcourant Emilie (compensates Vas Alain) ;Vas Alain ;
Language :	English
Place of the course	Louvain-la-Neuve
Main themes	<ul style="list-style-type: none"> • Organizational readiness for change • Organizational diagnostic models • Change agenda implementation • Monitoring change models • Management of permanent change • Leadership-Sponsorship
Learning outcomes	<p>At the end of this learning unit, the student is able to :</p> <p><i>With regard to the competency framework of this program, this teaching unit contributes to the development and acquisition of the following competencies</i></p> <p>Mastering knowledge</p> <p>2.4. Activate and apply knowledge appropriately to a problem.</p> <p>Apply a scientific approach</p> <p>3.1 Conduct clear and structured analytical reasoning by applying and, if necessary, adapting scientifically sound conceptual frameworks and models to describe and analyse a concrete problem</p> <p>3.3 Thinking about the problem in a systemic and global way: perceiving the different elements of the situation, their interactions in a dynamic approach.</p> <p>Act in an international and multicultural context</p> <p>5.3. Understand and position one's personal role and field of action in the overall functioning of the company, interfacing with the various internal and external stakeholders</p> <p>Working in a team and exercising leadership</p> <p>6.1 Working in a team: integrating and being able to collaborate within a team, being open to and taking into consideration different points of view and ways of thinking, dealing constructively with divergences and conflicts, assuming diversity.</p> <p>At the end of this course, the student will be able to</p> <ul style="list-style-type: none"> • mobilize knowledge of organizational diagnosis • chose and use conceptual models in organizational change in order to make an in-depth analysis of a change situation and to plan its implementation; • develop change management and leadership skills in the preparation, implementation, communication and evaluation of organizational change.
Evaluation methods	<p>This course is assessed by :</p> <p>Group-work with (1) oral presentation on December 22th and (2) written work due for exam day</p> <p>Individual work :Written Exam in session (open questions)</p> <p>Group-work = 50%</p> <p>Written exam= 50%</p> <p>Both individual and group parts are mandatory to consider students complete the course. If both parts are not presented, student will get a grade of 0/20.</p> <p>During the second session the written examination is replaced by an oral examination</p>
Teaching methods	Lecture, case studies, group discussions, group project and guest speakers
Content	<p>Give students the possibility to learn how to manage organizational change taking a systemic approach. More specifically, the student will have to:</p> <ol style="list-style-type: none"> 1. Analyze the organizational change context relying on internal and external theoretical models; 2. Understand the organizational change process and the roles of actors at different levels of the organization; 3. Escribe and explain the steps to lead an organizational change; 4. Go on the field to understand the empirical difficulties of such a complex process.
Inline resources	Slides provided through Moodle

Bibliography	<p>Those are examples and do not represent an exhaustive list:</p> <p>Pichault, F. (2013). <i>Change management: Toward a polyphonic management</i>. De Boeck Supérieur.</p> <p>Kotter, J. P. (2012). <i>Leading change</i>. Harvard business press.</p> <p>Mansaray, H. E. (2019). The role of leadership style in organisational change management: a literature review. <i>Journal of Human Resource Management</i>, 7(1), 18-31.</p>
Other infos	<p>Guest speakers :</p> <p><i>Luc de Jaegere – Nexum (Founding Partner)</i></p> <p><i>Valérie Lacroix – Partenamut (Change Maker)</i></p> <p><i>Yasmine Drissi – Deloitte (Organization Transformation – Change by Design)</i></p>
Faculty or entity in charge	CLSM

Programmes containing this learning unit (UE)				
Program title	Acronym	Credits	Prerequisite	Learning outcomes
Master [120] in Management	GESM2M	5		
Master [60] in Management	GESM2M1	5		
Master [120] in Management	GEST2M	5		
Master [120] in Human Resources Management	GRH2M	5		
Master [120] in Motor Skills: Physical Education	EDPH2M	5		