

Leading the Change Process

Course Code: HRM558

Course Description

This course is designed to provide students with a conceptual framework addressing the strategic importance of managing change in various agencies, human service organizations, community organizations and other settings. This course focuses on understanding how to plan and implement change in various organizations and other settings. This course is designed to provide students with both the conceptual framework and the practical skills needed to design, implement and evaluate effective change programs.

Learning Outcomes

- ◇ Understand the major theories and perspectives concerning change management.
- ◇ Understand the application of the theories and perspectives concerning managing change in the context of human service organizations, community settings and large and small systems.
- ◇ Understand the role of the internal and external environment in driving or restraining change, as well as the importance of the political, cultural and technological contexts.
- ◇ Understand why people resist change and learn techniques for overcoming resistance to change.
- ◇ Understand techniques for evaluating the effectiveness of change.
- ◇ Understand the challenges for change agents at different levels of, and in different relationships to, the agency or human service organization.

Schedule :

Total 12 classes (3 hour each week) on week-ends from 25th April 2015 to 16th August 2015

Fees :

PKR 40,000/participant

Includes Mid-Terms & Final Exams, 3 Credits & IBA Certificate (Does not include Course Material)

Eligibility:

-16 Years education with three year's post qualification work experience

Or

-14 years education with six year's post qualification work experience

In any subject from HEC recognized university

- ◇ The human relations, social, growth and development and complex-integrative assumptions about human performance in the work place and the implications for managing change.
 - ◇ Diagnosing change, open systems theory and systems thinking, socio-technical systems theory and work re-design. The role of communication and information in change.
 - ◇ Planned, reactive and proactive change. Diagnostic and analytical tools. Understanding technical, political, social and cultural organizational contexts and contextual implications for organizational change and organizational learning. Organization renewal, planned change, OD and changing organizational culture.
 - ◇ Strong and weak organizational cultures and their implications for change. Stakeholder analysis, force field analysis and action research. Weisberg's six box model and creating organizational change for dignity, meaning and community.
 - ◇ Participation as a lever of Employee involvement, participative management. Team building.
 - ◇ Power and influence in organizations, Frame bending, change programs. Leading OD and change. Consulting for high performance. Transformational Leaders and the role and style of leaders, change agents
 - ◇ Implementing change Process consulting and intervention, the recipients of change, resistance to change and overcoming resistance to change. Individual and organizational barriers to change. Overcoming barriers to change.
 - ◇ Resistance to organizational learning and overcoming barriers to organizational learning.
 - ◇ Using change levers to analyze critique and develop and planned change interventions.
 - ◇ Grid organizational design, Likert Systems 1-4, changing organizational structure. Changing organizational culture, revisited.
 - ◇ Technological change and Socio-Technical Systems. Work and job redesign, Cross functional teams autonomous work groups and self-managing teams. T groups, sensitivity groups and NTL.
 - ◇ Intergroup development interventions and conflict management. Diversity training.
 - ◇ Goal Setting. Management by Objectives (MBO). Survey feedback and appreciative inquiry. TQM. Six Sigma and other approaches to continuous quality, production and process improvement interventions.
 - ◇ Technological change and changing work processes. Change Programs: fads, fancies and evolution. Radical change: reengineering and restructuring the organization, downsizing and dumb sizing.
- System wide interventions and high performance systems. Organizational Transformation: Strategic management, OD and change. Managing Change, OD and the new science of chaos theory. The frontiers of organizational structure, organizational learning and change: High Reliability Organizations and emerging forms, including virtual and ambidextrous organizations.
- ◇ Approaches to evaluating and assessing the effectiveness of change programs and organizational learning.
 - ◇ Using organizational change levers to assess and diagnose change programs and evaluate the likelihood of successful and enduring change and OD.
 - ◇ Managing change and OD in the 21st century. Future search and the challenges of the future. Motivating employees to accept change .



For Registrations:

Center for Executive Education
Institute of Business Administration
City Campus, Garden/Kayani Shaheed Road,
Karachi
Tel: (021) 38104701 (Ext: 1804, 1807, 1809)
Fax: 021-38103008
Email: ceeinfo@iba.edu.pk
Web: cee.iba.edu.pk