Organization Change Management (OCM) – Syllabus

Instructor: *Nishith Mathur*

Credits :   1

Time   :   2 Sunday sessions, 5 hours each, at Bishop Ranch San Ramon

Course Objective

- Understand challenges in getting significant changes made in organizations
- Learn Organization Change Management (OCM) techniques
- Discuss case scenarios where OCM techniques played a greater role in ensuring successful implementation of business strategies
- Build your personal confidence that you know how to get the job done.

Background

In this dynamic world businesses need to continuously change to deliver new services to customers, reduce costs of existing services or create an entirely new paradigm of business.

Getting such changes implemented is a challenge. There are several cases where companies fail to achieve the desired change! They fail to get acceptance, they fail to get adoption and the grand vision remains unfulfilled.

The problems are traced back to human nature, to why employees will not implement a change even though it appears a definitely better way to do business, and how bosses fail to address the environment around the impacted employees.

If they had OCM training, their business success would be significantly better.

Learning Objectives

i) Understanding large organizational transformation programs
ii) Understanding the environment around individuals likely to be impacted by the transformation program
iii) Connecting program goals to the personal environment and driving behavior
iv) Students will realize that big transformations can be achieved
   a. without the need for power
   b. without the need for personal excellence
   c. in complex environments
   d. navigating in a manner which avoids conflict.
v) This realization is a personal confidence booster!

Course Structure

Sessions	Topic	Discussion
1st Sunday (Morning)	Course introduction	Myriad of techniques to manage large change programs What do they all have in common? Introduction to **"Mathur Change Framework (MCF)"** for organization change management Case discussion – Implementing a Major Cost Reduction Program
1st Sunday (Afternoon)	Understanding and adopting the MCF Framework	Role of Leadership; Role of Program Management Role of Training and Enablement; Reaction of Impacted Employees Case discussion (continued)
	Assignment	
2nd Sunday (Morning)	Assignment Presentations	Discussion on Student assignments - What would you now do differently?
2nd Sunday (Afternoon)	Course Wrap	MCF Framework details Overview of additional study materials

Participation

- Prior to the 1st class: 2 hours of time for Course Readings
- Prior to the 2nd class: 4 hours for the assignment

Course Evaluation

- Attendance and completion of the assignment are required

- Grade is based on
    o Attendance and Class Participation
    o Assignment evaluation

Course Readings

1. Harvard Business Review on Change, from the "Ideas with Impact" series

    a. John P. Kotter, Leading Change: Why Transformation Efforts Fail

    b. James C. Collins and Jerry I. Porras, Building Your Company's Vision

    c. Paul Strebel, Why Do Employees Resist Change?

    d. Robert H Schaffer and Harvey A. Thomas, Successful Change Programs Begin with Results

2. Carolyn Aiken, Scott Keller, "The irrational side of change management", McKinsey Quarterly
   https://www.mckinsey.com/business-functions/organization/our-insights/the-irrational-side-of-change-management

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http://sja.ucdavis.edu/files/cac.pdf