
ACHIEVING CHANGE USING TOTAL QUALITY MANAGEMENT

Paris, 10/11/12/13 July 2017
20 contact hours / 3 ECTS credits

COURSE DESCRIPTION

This course will introduce issues in change management, with emphasis on eliminating non-value-adding waste from process to improve company performance. Individual and organisational perspectives will be addressed through class discussion, readings and case analyses. This module is integrative as it draws on all spheres of theory and applies them to change contexts.

INTENDED LEARNING OUTCOMES (ILOs)

This course will introduce issues in change management, with emphasis on eliminating non-value-adding waste from process to improve company performance. Individual and organisational perspectives will be addressed through class discussion, readings and case analyses. This module is integrative as it draws on all spheres of theory and applies them to change contexts.

In this course, you will develop your skills to:

- a) understand the key push and pull drivers for change
- b) understand change processes
- c) axioms and truisms
- d) understand Change & TQM - Lean Six Sigma
- e) understand Change & Business Process Re-engineering
- f) recognise different contributions from Deming, Crosby, Juran, DMAIC
- g) appreciate differences between individual level and organisational-level change
- h) creativity exercise used in quality circles
- i) develop change management action plans
- j) understand the difference between leading, facilitating, coaching training and education
- k) coping cycle and support
- l) supply chain partners as a source of quality, improvement and change
- m) design in quality - incremental, absolute dimensioning, tolerances, quality of materials, poka yoke
- n) reflect on models that foster a change-oriented culture in organisations
- o) cases of 'revolution' in commercial environments.

A live supply chain game and company visit are core elements of participation and are requisit to undertaking the individual/group projects.

COURSE CONTENTS

The course topics will include Meaning of Responsibility, Business imperatives, Change Imperatives, Change Management, Scoping Change, Change Strategy Models, Implementing Change, Gaining Commitment and Leading Change.

WORKING LOAD

Type of course	Number of Hours	Comments
Face to face Lecture	20.00	20.00 hours of lectures are required to complete the module.
Personal Work Readings, Group project	30.00	
Total workload per student	50.00	

TEACHING METHODS

Interactive lectures, Case study, Coaching, Projects, Research, Seminars, Visits, E-learning and /or self-Learning

REQUIRED COURSE MATERIALS AND READINGS

Coulson-Thomas, Colin. Transforming the Company, Managing Change, Compete & Win, 2nd Ed, Kogan Page.

Newlands and Hooper (2009) Global Business Handbook, Gower

Russell and Taylor Operations Management (on-line version

Robbins, H. and Finley, M. (1997) Why Change Doesn't Work: Why initiatives go wrong and how to try again - and succeed, Orion Business Books, London

Wikipedia is NOT an accepted resource.

ASSESSMENT

Students must attend the E2E game supply chain simulation and the company visit(s). Students are assessed through participation to both seminars and through a multiple-choice exam.

PREREQUISITES

The student should know some basic notions of corporate strategy