



WELCOME to

Change management in software development organizations

DIT035, 7.5 credits

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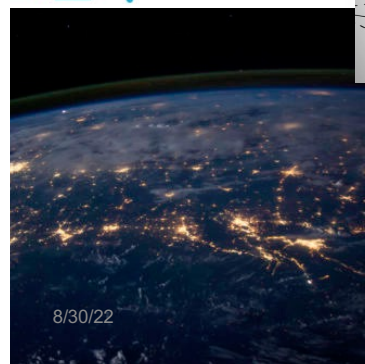
UNIVERSITY OF GOTHENBURG

Agenda

- 13:15 Welcome and course introduction
 - 14:00 Break
 - 14:15 Lecture: Success Factors and Obstacles
 - 15:00 End
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DIGITALISATION

– OPPORTUNITIES AND CHALLENGES



8/30/22

INTERNET OF THINGS

ROBOTICS

ANALYTICS

ARTIFICIAL INTELLIGENCE

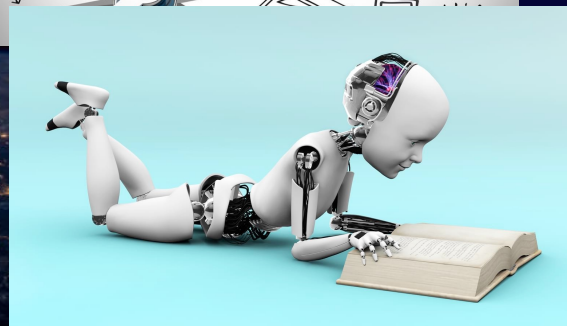
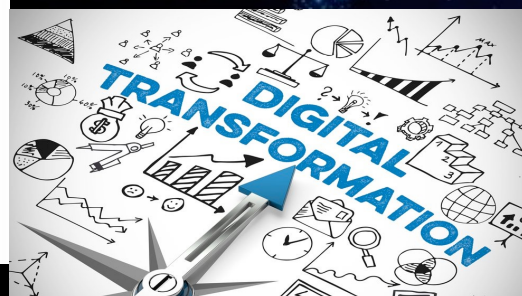
Products  **Outcomes**

Own  **Share**

Closed  **Open**

Individual optimization → Overall optimization

Transforming business models,
driving greater efficiencies and higher quality of life





The world is changing rapidly!

- ⚙ How do individuals, groups, organizations and industries change and evolve over time?
- ⚙ How do they adapt, or fail to adapt, to changing environments?
- ⚙ How can change be planned, organized, and managed?





What is organizational change management?

It is about managing the transition of individuals, teams, and organizations from the current state to a vision of the future.



Examples of organizational change

- ⚙ Mission changes
- ⚙ Strategic changes
- ⚙ Operational changes (including Structural changes)
- ⚙ Technological changes
- ⚙ Changing the attitudes and behaviors of personnel





Aim of the course

- ⊗ Theories on organizational change management
 - ⊗ Explain
 - ⊗ Illuminate
 - ⊗ Prepare
 - ⊗ Predict
 - ⊗ Understand phenomenon and concepts of change and change management from different perspectives
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Why is this relevant for a software engineer?

- ⚙ Software industry drives innovation
- ⚙ Rapid changes within and surrounding environments e.g.:
 - ⚙ agile practices => continuous delivery
 - ⚙ self-managed teams and similar
- ⚙ Need for timely adaptation in organizations
- ⚙ Require active change (management) at all levels of the organizations



Organization of the course

- ⚙ Weekly lectures on Tuesday, 13:15-15:00
 - ⚙ Lectures introduce and highlight the core of the required reading of the course to help you understand the theories through discussion and interaction.
 - ⚙ To make best possible use of these lectures, you are recommended to prepare by reading the assigned articles before each lecture
 - ⚙ Exercises to help you work with understanding the theories
 - ⚙ Three assignments and peer reviews
 - ⚙ Work in groups (3-4 people) to write the assignment. Switch work with another group and provide constructive feedback to each other.
 - ⚙ Submit your text and the received review from your fellow students to Canvas
 - ⚙ Workshops to support learning and assignments available before deadline of each of the assignments – 3 Thursdays
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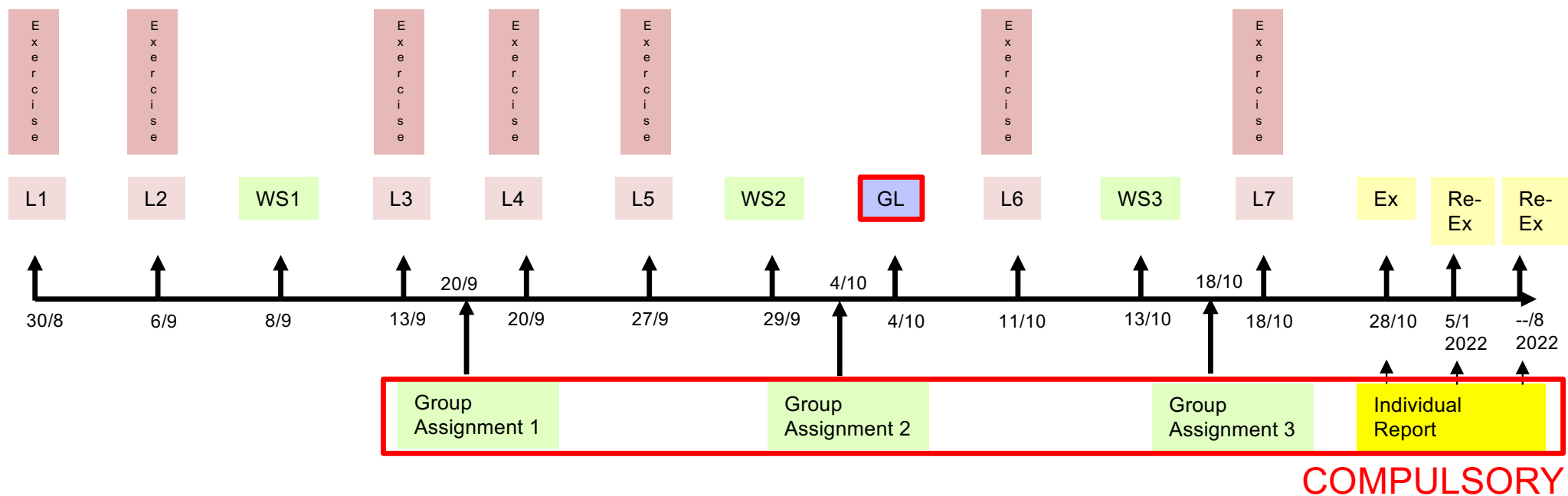


Lectures and workshops on campus

- ⚙ The lectures in this course are only available on campus, apart from the guest lecture which is only available online (see schedule at Canvas). Attendance at lectures is not compulsory, and the lectures are primarily to support understanding of the compulsory reading material. This is why we focus on campus format to better enable interaction and discussion, but all the reading material is available online via campus from the start of the course to read and to engage in by yourself if preferred.
- ⚙ We also offer three workshops to guide, and support required components in the examination of the course, i.e., use of correct reference technique, use empirical examples to exemplify understanding of theories, and conducting a theory-centric synthesis of the reading material in the course. Workshops will also only be available on campus.
- ⚙ Presentations from all lectures and workshop will be published on Canvas.



DIT035 - Overview





Exercises – voluntary

- ⊗ Each lecture provides an exercise, with the purpose to help you gain appropriate understanding of the theory and how these theories can be used for analytical purposes of organizational change.
 - ⊗ These exercises will serve as material for the final report and exam of the course.
 - ⊗ You are free to work with these as you prefer, individually, in pairs or groups.
 - ⊗ If you have any questions or wish to discuss anything you are welcome to bring this up at lectures or workshops. This will allow us to discuss and learn from shared examples how to improve and advance the understanding and academic writing.
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Assignments - compulsory

- ✧ Three assignments are required, conducted in groups of 3-4 people.
 - ✧ Reflect theories to a real-world example
 - ✧ Synthesize a set of theories
 - ✧ Reflect on guest lecture and connect to one or several theories
- ✧ Deadlines for the assignments are marked in the course overview in intro and course summary on Canvas.
- ✧ To support further learning and reflections, as well as to support the individual meta-cognitive competencies such as self-reflection and self-evaluation, we apply peer reviewing between groups. Find a fellow group to work together with and exchange your assignments to conduct peer reviewing for each other.
- ✧ Both your own text and the received peer review are requested as hand-ins of the assignments.



Learning Outcomes

✧ Knowledge and understanding

- ✧ Define the concept of change based on different dimensions and characteristics.
- ✧ Describe essential skills of a change agent.

✧ Skills and abilities

- ✧ Demonstrate an understanding of different perspectives of change management.
- ✧ Discuss implications of different CM approaches for individuals, groups, and organizations.
- ✧ Constructively review and reflect upon the works of others in terms of:
 - ✧ suitability and correctness of the interpretation of the content, and
 - ✧ clarity, completeness and quality of the presentation.

✧ Judgment and approach

- ✧ Apply theories included in the course to analyze and explain selected cases of change processes, and clarify relevant effects on individuals, groups and organizations.
 - ✧ Synthesize the knowledge and communicate your insights from the accumulated knowledge.
 - ✧ Communicate your analyses clearly and apply correct referencing technique in a written report.
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Examination

- ✧ A *mandatory individual report* that demonstrates sufficient understanding of the theories presented in the required reading of the course. The report shall have a *theory-centric structure based on a synthesis of your own (i.e. not a sequential presentation of the theories, or following the structure from the lectures)*, focusing on presenting and explaining key concepts, and demonstrating your understanding by exemplifying how the theories could be applied to explain and describe a concrete situation in at least one selected case article (or multiple if preferred). This is a way to analyze organizational change efforts from different theoretical lenses.
 - ✧ The report shall
 - ✧ include relevant reflections on topics presented in the guest lecture
 - ✧ use correct citation and reference technique following the APA style
 - ✧ be maximum 5 pages (excluding the list of references).
 - ✧ be concise, with an academic writing style (full sentences)
 - ✧ Deadline Friday October 29, 17:00.
 - ✧ Re-exam dates 2022 are offered January 5, 17:00 and August -- , 17:00.
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Grading criteria

- ✧ *Pass (G)*: To pass the course, you must include all the articles (i.e. the required reading) in a synthesis in your report that demonstrates correct understanding of the theories by appropriately describing key concepts, and applying these to the cases you have selected (minimum one), and provide relevant reflections on the guest lecture on October 15. This means that a sequential presentation of the theories following the structure from the lectures of the different theories is not sufficient. You need to formulate your own headings that reflect identified common denominators of the theories; this constitutes the required synthesis. The case study should be used to exemplify how the theories could be applied to explain or describe a concrete situation; this demonstrates further your understanding. The report must conform to the specified academic style, including correct citation and reference technique following the APA style.
 - ✧ *Fail (U)*: A student, whose report does not include all the required readings, fails to provide a synthesis in the report, fails to demonstrate correct understanding of the theories in the analyses of cases, fails to provide relevant reflections on the guest lecture, or does not conform to the specified academic style with correct citation and reference technique fails the course. **Note:** A sequential presentation of the theories following the structure from the lectures, not include all the required readings, or incorrect citation and reference techniques will equal a Fail (U) with no further feedback regarding the content in the report, and referral to the re-exam as the next opportunity.
 - ✧ *Pass with honour (VG)*: To pass the course with honour, you must fulfil the requirements for a G, and in addition the report must demonstrate high quality reflections and syntheses of the knowledge involved and demonstrate the use of relevant and correct language, where the totality, structure and layout achieve a high level of quality.
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Course Evaluation

- ✧ Formative evaluation
 - ✧ 2-5 representatives
 - ✧ Summative evaluation
 - ✧ Anonymous survey at the end of the course
 - ✧ The result of the evaluation is reported to the program manager and a summary is made available to students and teachers
 - ✧ Improvements based on last year's evaluation:
 - ✧ (2020) Changed assignments to support learning of reflection and synthesis and made a few compulsory.
 - ✧ (2021) Further development of practicing and support learning the tasks of reflection and synthesis
 - ✧ (2021) Changed order of lectures
 - ✧ (2022) Workshops - more focus on reference technique and synthesis
 - ✧ (2022) Discussion board on Canvas
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