

Sciences Po
Master of Public Affairs 2009-2010

Syllabus, Workshop, 1st semester (3 credits)

Change in Organizations

Erhard Friedberg (Sciences Po)
and Yves Morieux (Boston Consulting Group)

Organizational change is not a natural thing, nor is it the automatic result of changing institutional and/or technological conditions. It has to be initiated, engineered and monitored under increasingly difficult and complex circumstances.

This workshop, open to first and second year students alike, aims at:

- Discussing issues of organizational change in the framework of the sociology of collective action
- Presenting and discussing cases of organizational change in large organizations and the decisive role played by leaders in successful transformation.

The workshop will last two days (January 8 and 9, 2009) and it will combine discussions of the conceptual issues at stake, presentations of case studies and of a methodological framework for enabling change entrepreneurs and driving organizational change processes.

Workshop Program:

From analysis to action

The problem of change and the utility of the sociology of collective action.

How management can prevent cooperation:

Case-study and group work on a crucial organizational problem in a large French public service.

How the seemingly best performers turn out to be the source of the difficulties.

The case of a French telecommunications Multinational.

How to activate bureaucracy

The case of an international airline.

Conclusion

Structure and process: the issue of managing complexity without overloading agents.