

Transforming organization 1

ECTS : 3

Description du contenu de l'enseignement :

Business Transformation has become a buzzword in the latest years. However, transformation, when simplistically conducted, can aggravate difficulties and generate intra and inter organizational tensions.

This course aims to detail to the students the essence of organizational transformation. The course also introduces the major methods and tools employed by companies to conduct their transformation. Finally, the course will present how risk analysis can help anticipate difficulties related to business transformation. In sum, the course contributes to help the attendees develop analytical, operational and creative skills to handle transformation stakes and difficulties in their professional life.

Put it simply, the course targets four main pedagogical objectives:

1. Understand the major dimensions and stakes of a business transformation
2. Identify and practice basic transformation methods and tools
3. Approach business transformation from a multi-level and comprehensive fashion
4. Learn how to produce practical recommendations based on the analysis of a past, current or future transformation

Besides, the course introduces the following concepts and methods:

- TQM
- Six Sigma, Lean
- Datafication and business reinvention
- Risk and crisis management.

The course is based on a "learning by doing approach", which implies iterative analysis of a specific case of transformation, collaborative work and peer reviewing. It comprises 7 class sessions of 3 hours. Each session requires the preparation of an assignment (teamwork). Each assignment helps produce the final report.

Compétence à acquérir :

The course plans to support the development of the following skills:

1. Analyze coming or ongoing transformation and propose practical recommendations
2. Holistical approach transformation
3. Genuine use and adaptation of transformation tools to specific contexts
4. Awareness of human and ethical stakes related to transformation

Mode de contrôle des connaissances :

1. Contribution to the course and to the wiki: 45%
2. Collaborative work in class and peer reviewing: 15%
3. Completion of the team project: 40%

Bibliographie, lectures recommandées :

Van den Bergh, J. (2014). *Transforming Through Processes*. Cham: Springer International

Mirvis, P. H., Ayas, K., & Roth, G. (2003). *To the desert and back: The story of one of the most dramatic business transformations on record*. John Wiley & Sons.

GILBERT, C; EYRING, M; FOSTER, RN. Two Routes to Resilience. *Harvard Business Review*. 90, 12, 65-73, Dec. 2012. ISSN: 00178012.

RAYNER, B. Trial-By-Fire Transformation: An Interview with Globe Metallurgical's Arden C. Sims. *Harvard Business Review*. 70, 3, 116-129, May 1992. ISSN: 00178012.

Lin, H. C., Chiu, W. H., Lin, C. Y., & Chen, S. L. (2014, June). Exploring the Transformation Strategies of Servitization: Cases of Large Manufacturing Firms in Taiwan. In *2014 International Conference on Management Science and Management Innovation (MSMI 2014)*. Atlantis Press.

Levy, A. & U. Merry, Organizational Transformation, New York : Praeger. 1986, p26

STEWART, TA; O'BRIEN, L. Transforming an Industrial GIANT. *Harvard Business Review*. 83, 2, 114-122, Feb. 2005. ISSN: 00178012.

Morgan, Mark, et al. Executing Your Business Transformation : How to Engage Sweeping Change Without Killing Yourself or Your Business, John Wiley & Sons, Incorporated, 2010

Other links:

<http://www.strategy-business.com/>

<http://cacm.acm.org/>

<https://hbr.org/>

<http://www.wired.com/insights>

<http://www.omg.org/>

Document susceptible de mise à jour - 18/02/2026

Université Paris Dauphine - PSL - Place du Maréchal de Lattre de Tassigny - 75775 PARIS Cedex 16