**Panel Discussion**

**Track: Management Education and Development**

**Title: What can business faculty teaching Organizational Change learn from peers across the globe?**

**Proposed Duration: 90 minutes**

**Overview**

Based on extensive review of change literature Al-Haddad and Kontour (2015) identified a taxonomy of organizational change that consisted of four elements: change types, change enablers, change methods, change outcomes. Like most of management literature, however, change literature predominantly has emerged from western cultures and industrialized economies. Even though there has been a recent interest in organizational change in cultures and countries from the East and in emerging economies (Singh, 2018), existing literature does not often closely examine or challenge the different elements from a multi-cultural or global perspective. The purpose of this panel discussion is to get academicians who teach in a business education context to examine the implementation of change, especially change enablers and change methods across sectors, cultures, and economies.

**Background:**

The organizer of this proposed panel discussion teaches the graduate level Leading Change course in the U.S. and her class consists of local students as well as those from countries like Saudi Arabia, India, Brazil, China, and the Dominican Republic to name a few. She also teaches the same course in Dubai and in Croatia. Obviously, organizational contexts in these countries are different. Her interactions in her classes across these countries, and the experiences and examples of organizational change her students provide have piqued her interest. She often finds that implementation of change in different contexts, specifically two specific aspects of the change taxonomy- change enablers and change methods needs further exploration from an education perspective. That is, it is important to examine if the popular change frameworks taught in business schools are reflective of international and cross-cultural contexts the students are from and what she as a faculty teaching organizational change needs to know and understand about these contextual factors.

The panel discussion therefore, intends to utilize the international conference as a forum to bring together faculty from different countries and sectors to share their experiences of change implementation in their home country contexts and thereby, create a wealth of learning opportunities for faculty from other countries to learn more about the organizational contexts of their students in multinational and globalized business education settings. The panel will explore the following broad questions:

1. What are the common change enablers in different contexts? What are the similarities and differences in factors that can be construed as change enablers in these contexts?
2. What are the common methods of implementing organizational change in different contexts? What are the similarities and differences in the change methods?
3. What do business educators need to be cognizant of when teaching change management or leading change initiatives in the different contexts?

We propose to have three main panelists and enable the faculty in the audience to intentionally add to the discussion to enrich the learning experience.

Organizer: **Malar Hirudayaraj, Assistant Professor, Rochester Institute of Technology, USA**

**Panelists:**

1. **Malar Hirudayaraj, Assistant Professor, Department of Service Systems, College of Engineering Technology, Rochester Institute of Technology, USA**

[mvhdss@rit.edu](mailto:mvhdss@rit.edu)

Dr. Hirudayaraj will share her experiences from India on organizational change from three sectors: corporate sector, international not-for profit, and higher education.

1. **dt ogilvie, Distnguished Professor of Urban Entrepreneurship, Saunders College of Business, Rochester Institute of Technology, USA**

[dt@saunders.rit.edu](mailto:dt@saunders.rit.edu)

Dr. ogilvie will share her experiences and knowledge of one of the most successful organizational change initiatives in the US, the PhD Project (ogilvie, 2013).

1. **Matteo Landoni, Research Fellow, Università Cattolica del Sacro Cuore, ITALY** [Matteo.Landoni@unicatt.it](mailto:Matteo.Landoni@unicatt.it)
2. **Rose Baker, Assistant Professor, Department of Learning Technologies, College of Information, University of North Texas**

Dr. Baker will talk about community changes related to expansions and contractions of companies and their workforce, business practices related to the adoption and diffusion of change, and cultural implications related to change (such as farming projects sponsored by USAID where the products that were exported used the new processes and the food raised for local consumption used the traditional processes.

Dr. Landoni will discuss organizational change in regard to the formation of the aerospace industry in Europe (Landoni & ogilvie, 2018).

References

Al-Haddad, S. & Kontour, T. (2015). Integrating the organizational change literature. *Journal of Organizational Change Management, 28* (2), p 234-262.

Landoni, M. & ogilvie, d. 2018. Convergence of innovation policies in the European aerospace industry (1960-2000), Paper presented at the 11th Annual Conference of the EuroMed Academy of Business (EMAB), Valletta, Malta, September 12th-14th, 2018.

ogilvie, d. 2013. The PhD Project is the best change agent in the country. Rochester Business Journal, 25 Octobern2013.

Singh, S.K. (2018). Managing organizational change in emerging markets. *Journal of Organizational Change Management, 31* (1), p 2-3.