



FACULTY OF BUSINESS
BACHELOR OF MANAGEMENT
LEARNING MODULE OUTLINE

Academic Year	2023/2024	Semester	1
Module Code	MGMT4120-411		
Learning Module	Change Management		
Pre-requisite(s)	Nil		
Medium of Instruction	English		
Credits	3	Contact Hours	45 hours
Instructor	Professor Wai Ming To	Email	wmto@mpu.edu.mo
Office	M547, Meng Tak Building	Office Phone	8599 3319

MODULE DESCRIPTION

This module examines the environmental forces and processes influencing organizational change and how these influences affect the strategies, structures and contexts within which organizations operate. It is designed to promote a positive response to organizational change thereby contributing to a positive and optimistic working environment. The module will increase students' awareness of the need for change and help in giving insights into managers' own approach to change management, and how they attempt to influence others.

MODULE INTENDED LEARNING OUTCOMES (ILOS)

On completion of this learning module, students will be able to:

M1.	Appraise the concepts of change
M2.	Assess the behavioural aspects of change
M3.	Formulate effective change
M4.	Interpret the critical tasks associated with change
M5.	Defend the applicability of change process and theory



These ILOs aims to enable students to attain the following Programme Intended Learning Outcomes (PILOs):

PILOs	M1	M2	M3	M4	M5
P1. Integrate contemporary management theories and business disciplines relevant to general business practices.	✓				
P2. Apply critical thinking and logical analysis skills and techniques to resolve management issues.		✓	✓		
P3. Utilize appropriate written and spoken forms to communicate effectively and professionally with stakeholders in various cultural environments.					
P4. Demonstrate leadership in a team and respecting the rights of others irrespective of their cultural background, race or gender in order to solve unpredictable problems in the field.				✓	
P5. With the help of mathematical and statistical skills, utilize the latest empirical findings and academic studies to support the recommendation of business projects or reports.					
P6. Recommend an appropriate module of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices.			✓		✓
P7. Interpret and utilize management information or business software for internal control, planning, performance evaluation, and coordination to improve efficiency and effectiveness in the business process.					

MODULE SCHEDULE, COVERAGE AND STUDY LOAD

Week	Content Coverage	Contact Hours
1	Chapter 1 Organizational change - Role of strategic renewal - Behavioural aspect of organizational change - Three faces of change	3 hours
2	Chapter 1 Organizational change - Employee resistance to and support for change Chapter 2 Theories of effective change implementation - Kurt Lewin's planned change theory	3 hours
3	Chapter 2 Theories of effective change implementation - Difference between content-driven and process-driven change - A framework for change implementation	3 hours
4	Chapter 3 Mutual engagement and shared diagnosis - A systematic framework for guiding diagnosis - Facilitation of mutual engagement	3 hours
5	Chapter 3 Mutual engagement and shared diagnosis - Principles of organizational diagnosis Chapter 4 Organizational redesign - Defining organizational designs	3 hours
6	Chapter 4 Organizational redesign - Organizational redesign sequence and its challenges	3 hours



	- Ways to build organizational commitment	
7	Mid-term examination Case	3 hours
8	Chapter 5 People alignment - What is people alignment? - Development of employee competencies to support change	3 hours
9	Chapter 5 People alignment - Development of executives' capabilities to lead changes Chapter 6 Reinforcing new behaviours - Major structural choices faced by organizational leaders	3 hours
10	Chapter 6 Reinforcing new behaviours - Alignment of financial measures with required behaviours - Technology and behavioural change	3 hours
11	Chapter 7 Leading change - Effective leading - Core tasks of change leadership	3 hours
12	Chapter 8 Going green - Concepts of sustainability and triple bottom line - Performance advantages of going green - Process of going green	3 hours
13	Project presentation	3 hours
14	Emerging topics on change management	3 hours
15	Final examination	3 hours

TEACHING AND LEARNING ACTIVITIES

In this learning module, students will work towards attaining the ILOs through the following teaching and learning activities:

Teaching and Learning Activities	M1	M2	M3	M4	M5
T1. Lectures: change management theories, concepts, and approaches will be presented using multimedia instructional materials. Q&A: It allows interactions between instructor and students.	✓	✓	✓	✓	✓
T2. Students must read teaching materials before coming to the class. They will be asked to work on problems or respond to key conceptual issues during the class hour. - Short oral/written quizzes will be given to students in order to ensure that students can follow the progress of study. - Midterm exam will be given to students in order to motivate them to review what they have learned.	✓	✓	✓	✓	✓
T3. Three to four students will be required to work as a group to complete a group project. This group project will be designed to promote students intellectual, social and		✓		✓	



presentation skills and help to prepare them for the real world in which teamwork and collaboration are important.					
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ATTENDANCE

Attendance requirements are governed by the Academic Regulations Governing Bachelor's Degree Programmes of the Macao Polytechnic University. Students who do not meet the attendance requirements for the learning module shall be awarded an 'F' grade.

ASSESSMENT

In this learning module, students are required to complete the following assessment activities:

Assessment Activities (AA)	Weighting (%)	ILOs to be Assessed
A1. Individual assignment	10	M1, M5
A2. Group project	25	M2, M5
A3. Mid-term examination	25	M1, M2
A4. Final examination	40	M1-M5
A5. In-class exercises/quizzes (non-graded)	-	M1-M5

The assessment will be conducted following the University's Assessment Strategy (see www.mpu.edu.mo/teaching_learning/en/assessment_strategy.php). Passing this learning module indicates that students will have attained the ILOs of this learning module and thus acquired its credits.

PLAGIARISM POLICY

It is student's responsibility to ensure that his/her assignment has been checked by Turnitin software, and the similarity score given by Turnitin software cannot be higher than 30%. However, a special case can be determined by the instructor.

MARKING SCHEME

Assessment rubrics:

		Level of comprehensiveness					Full Mark (only for 4)
AA	Criteria	0	1	2	3	4	
A1	Demonstrating a student's understanding on the given question(s) and ability to provide clear and coherent answers.	No understanding	Limited understanding	Basic understanding	Good understanding	Complete understanding	10
A2	Demonstrating students' understanding on change management in an organization/association.	No understanding	Limited understanding	Basic understanding	Good understanding	Complete understanding	25
A3	Demonstrating a student's understanding on the first	No understanding	Limited understanding	Basic understanding	Good understanding	Complete understanding	25



	three chapters of the recommended book.						
A4	Demonstrating a student's understanding on change management and how to apply the related theories.	No understanding	Limited understanding	Basic understanding	Good understanding	Complete understanding	40

REQUIRED READINGS

Textbook:

Spector, B. (2013). Implementing Organizational Change: Theory into Practice, 3rd edition. Pearson.

Journal articles:

1. Yu, B.T.W. & To, W.M. (2008). Effects of control mechanisms on positive organizational change. Journal of Organizational Change Management, 21(3), 385-404. Available at: <http://www.emeraldinsight.com/doi/full/10.1108/09534810810874840>
2. Yu, B.T.W. & To, W.M. (2011). The importance of input control to work performance under the agency theory framework. International Journal of Human Resource Management, 22(14), 2874-2891.

REFERENCES

Reference books:

- French, W.L. & Bell, C.H. (2000). Organization Development: Behavioural Science Interventions for Organization Improvement, 6th edition. Prentice Hall.
- Jones, G. (2010). Organizational Theory, Design and Change, 6th edition. Pearson.
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- Stewart, J. (1996). Managing Change through Training and Development, 2nd edition. Kogan Page.

Journals:

1. Journal of Organizational Change Management (Emerald journal) available at: <https://www.emeraldgroupublishing.com/journal/jocm>
2. Journal of Change Management (Taylor & Francis journal) available at: <https://www.tandfonline.com/action/journalInformation?show=aimsScope&journalCode=rjcm20>

STUDENT FEEDBACK

At the end of every semester, students are invited to provide feedback on the learning module and the teaching arrangement through questionnaires. Your feedback is valuable for instructors to enhance the module and its delivery for future students. The instructor and programme coordinators will consider all feedback and respond with actions formally in the annual programme review.

ACADEMIC INTEGRITY

The Macao Polytechnic University requires students to have full commitment to academic integrity when engaging in research and academic activities. Violations of academic integrity, which include but are not limited to plagiarism, collusion, fabrication or falsification, repeated use of assignments and cheating in examinations, are considered as serious academic offenses and may lead to disciplinary actions. Students should read the relevant regulations and guidelines in the Student Handbook which is distributed upon the admission into the University, a copy of which can also be found at www.mpu.edu.mo/student_handbook/.



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P5. With the help of mathematical and statistical skills, utilize the latest empirical findings and academic studies to support the recommendation of business projects or reports.					
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A4	Demonstrating a student's understanding on change management and how to apply the related theories.	No understanding	Limited understanding	Basic understanding	Good understanding	Complete understanding	40
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