



FACULTY OF BUSINESS
BACHELOR OF MANAGEMENT
LEARNING MODULE OUTLINE

Academic Year	2025/2026	Semester	1
Module Code	MGMT4120-411		
Learning Module	Change Management		
Pre-requisite(s)	Nil		
Medium of Instruction	English/Chinese		
Credits	3	Contact Hours	45 hours
Instructor	Ao Weng Hong	Email	t1870@mpu.edu.mo
Office	---	Office Phone	---

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. Recommend an appropriate course of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices.			✓		✓

MODULE SCHEDULE, COVERAGE AND STUDY LOAD

Week	Content Coverage	Contact Hours
1	Chapter 1 Managing Change - Contributions of stories in understanding the theory and practice - Main tensions and paradoxes in managing organizational change	3.0
2	Chapter 2 Images of Change Management - Importance of organizational images and mental models - Six different images of managing change and change managers	3.0
3	Chapter 3 Why Change? Contemporary Pressures and Drivers - Internal organizational factors that trigger change - Environmental pressures that trigger organizational change	3.0
4	Chapter 4 What to Change? - Strategic analysis tools to assess the need for organizational change	3.0
5	Chapter 5 What Changes? - Categorizing different types of change - Significance of organizational culture - Impact of digital transformations	3.0
6	Chapter 6 Purpose and Vision - The value of a clear organization purpose or mission statement - Characteristics of effective visions Methods and processes for developing visions	3.0
7	Mid-term examination	3.0
8	Chapter 7 Change Communication Strategies - Key elements in the change communication process - Appropriate strategies for communicating change - Different change communication channels	3.0
9	Chapter 8 Resistance to Change - Benefits and disadvantages of resistance to change - Causes and symptoms of resistance to change - Different approaches to managing resistance	3.0
10	Chapter 9 Organizational Development and Sense-Making Approaches - Organization development approach to change - Sense-making approaches to change	3.0
11	Chapter 10 Change Management Perspectives - Factors causing change to fail - Strengths and limitations of checklists for managing change effectively - Contingency approaches to change management	3.0



12	Chapter 11 Sustaining Change versus Initiative Decay <ul style="list-style-type: none"> - Causes of initiative decay—threats to the sustainability of change - Distinguish between change initiatives that are “blameworthy,” and should not be sustained, and those that are “praiseworthy.” - Actions that can contribute to the sustainability of change 	3.0
13	Chapter 12 The Effective Change Manager: What Does It Take? <ul style="list-style-type: none"> - Nature and significance of the contributions of change managers - Competencies in terms of the skills, knowledge, and other attributes required to be an effective change manager - Significance of political skill to the role and effectiveness of change managers 	3.0
14	Project presentation	3.0
15	Final examination	3.0
	Total	45.0

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 and case studies: 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.			✓	✓	✓

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	Weighting (%)	ILOs to be Assessed
A1. Individual assignment (graded)	10	M1
A2. Group project (graded)	25	M3, M5
A3. Mid-term examination (graded)	25	M1, M4
A4. Final examination (graded)	40	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

This learning module is graded using the following system:

Letter Grade	Mark Ranges	Grade Definition	Assessment
A A-	93-100 88-92	Excellent	A superior performance with consistent strong evidence of: <ul style="list-style-type: none">a comprehensive, incisive grasp of the subject matteran ability to make insightful critical evaluation of the material givenan exceptional capacity for original, creative, and/or logical thinkingan excellent ability to organize, to analyze, to synthesize, to integrate ideas, and to express thoughts fluently.
B+	83-87	Very Good	An excellent performance with strong evidence of: <ul style="list-style-type: none">a comprehensive grasp of the subject matteran ability to make sound critical evaluation of the material givena very good capacity for original, creative, and/or logical thinking



			<ul style="list-style-type: none"> an excellent ability to organize, to analyze, to synthesize, to integrate ideas, and to express thoughts fluently.
B B-	78-82 73-77	Good	<p>A good performance with evidence of:</p> <ul style="list-style-type: none"> a substantial knowledge of the subject matter a good understanding of the relevant issues and a good familiarity with the relevant literature and techniques some capacity for original, creative, and/or logical thinking a good ability to organize, to analyze, and to examine the subject material in a critical and constructive manner
C+ C C-	68-72 63-67 58-62	Satisfactory	<p>A generally satisfactory and intellectually adequate performance with evidence of:</p> <ul style="list-style-type: none"> an acceptable basic grasp of the subject material a fair understanding of the relevant issues a general familiarity with the relevant literature and techniques an ability to develop solutions to moderately difficult problems related to the subject material a moderate ability to examine the material in a critical and analytical manner
D+ D	53-57 50-52	Pass	<p>A barely acceptable performance with evidence of:</p> <ul style="list-style-type: none"> a familiarity with the subject material some evidence that analytical skills have been developed some understanding of relevant issues some familiarity with the relevant literature and techniques attempts to solve moderately difficult problems related to the subject material and to examine the material in a critical and analytical manner which are only partially successful.
F	0-49	Fail	An unacceptable performance.



REQUIRED READINGS

Textbook

Palmer, I., Dunford, R., Buchanan, D. & Akin, G. (2022). *Managing Organizational Change: A Multiple Perspectives Approach*, 4th edition. McGraw Hill.

REFERENCES

Reference books

French, W.L. & Bell, C.H. (2000). *Organization Development: Behavioural Science Interventions for Organization Improvement*, 6th edition. Prentice Hall.

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Journals

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STUDENT FEEDBACK

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ACADEMIC INTEGRITY

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