

Macao Polytechnic Institute

School of Business

Bachelor of Management

Module Outline

Academic Year 2021/2022 Semester 1

Learning Module	Change Management	Class Code	MGMT4120-411		
Pre-requisite(s)	Nil				
Medium of Instruction	English			Credit	3
Lecture Hours	45 hrs	Lab/Practice Hours	- hrs	Total Hours	45 hrs
Instructor	Wai Ming To		E-mail	wmto@ipm.edu.mo	
Office	M547, Ming Tak Building, MPI Main Campus		Telephone	8599-3319	

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.

Learning Outcomes

After completing the learning module, students will be able to:

1. appraise the concepts of change;
2. assess the behavioral aspects of change;
3. formulate effective change;
4. interpret the critical tasks associated with change; and
5. defend the applicability of change process and theory.

Alignment of Program and Module Intended Learning Outcomes

Program Intended Learning Outcomes (PILOs)	Module Intended Learning Outcomes (MILOs)
1. Integrate contemporary management theories and business disciplines relevant to general business practices.	MILO 1
2. Apply critical thinking and logical analysis skills and techniques to resolve management issues.	MILOs 2 & 3
3. Utilize appropriate written and spoken forms to communicate effectively and professionally with stakeholders in various cultural environments.	n/a
4. 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.	MILO 4
5. 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.	n/a
6. Recommend an appropriate course of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices.	MILOs 3 & 5
7. 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.	n/a

Content

Topics	Duration
1 Organizational Change <ul style="list-style-type: none"> • Role of Strategic Renewal • Behavioral Aspect of Organizational Change • Three Faces of Change • Employee Resistance to and Support for Change 	4.5 hrs
2 Theories of Effective Change Implementation <ul style="list-style-type: none"> • Kurt Lewin's Planned Change Theory • Difference between Content-driven and Process-driven Change • A Framework for Change Implementation 	4.5 hrs
3 Mutual Engagement and Shared Diagnosis <ul style="list-style-type: none"> • A Systematic Framework for Guiding Diagnosis • Facilitation of Mutual Engagement • Principles of Organizational Diagnosis 	4.5 hrs
4 Organizational Redesign <ul style="list-style-type: none"> • Defining Organizational Designs • Organizational Redesign Sequence and its Challenges • Ways to Build Organizational Commitment 	4.5 hrs
Midterm examination	1.5 hrs
5 People Alignment <ul style="list-style-type: none"> • What is People Alignment? • Development of Employee Competencies to Support Change • Development of Executives' Capabilities to Lead Change 	4.5 hrs
6 Reinforcing New Behaviors <ul style="list-style-type: none"> • Major Structural Choices Faced by Organizational Leaders • Alignment of Financial Measures with Required Behaviors • Technology and Behavioral Change 	4.5 hrs
7 Leading Change <ul style="list-style-type: none"> • Effective Leading • Core Tasks of Change Leadership 	4.5 hrs
8 Going Green <ul style="list-style-type: none"> • Concepts of Sustainability and Triple Bottom Line • Performance Advantages of Going Green • Process of Going Green 	4.5 hrs
9 Emerging Topics on Change Management	1.5 hrs
Project Presentations	3 hrs
Final Examination	3 hrs

Teaching Method

This module is delivered through a series of lectures which provide a detailed description of the theoretical background of understanding and implementing organizational change. Class activities, exercises, case studies and class discussions integrating with multimedia resources such as videos and websites are utilized to support students' learning. Specifically, different teaching and learning activities (TLAs) are adopted.

TLA1: Change management theories and concepts are delivered primarily by lectures with the aid of multimedia instructional materials. Specific change management tools and techniques are illustrated by solving theoretical and practical problems.

TLA2: Short oral and/or written quizzes will be given during the class hour. Discussions are part of class activities in which active participation will be encouraged. Current events about change management-related issues will be introduced to help students think and understand the relationships between what they learn and the current events (or news).

TLA3: Students must prepare for group work. They must develop ability to work as a team member and an effective communicator.

Alignment of MILOS with TLAs:

TLAs	Brief Description	MILO No.			
		1	2	3	4
TLA1: Interactive lectures	Lectures: change management theories, concepts, and approaches will be presented using multimedia instructional materials. Q&A: It allows interactions between instructor and students.	✓	✓	✓	✓
TLA2: In-class exercises, quizzes, and midterm exam.	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.	✓	✓	✓	✓
TLA3: Group project and presentation	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.		✓		✓

In order to achieve the outcomes of the module, students are expected to perform the following learning tasks:

- 1) Read teaching materials before coming to the class

- 2) Review and work on exercises immediately after the class to enhance understanding
- 3) Attend seminars and meetings to extend their knowledge horizon
- 4) Prepare and collect information for group project assignment
- 5) Prepare for the midterm and final examinations
- 6) Seek advice from instructor when encountering difficulties (about the module)
- 7) Form study group, learn from each other, and practice communication skills

Attendance

Attendance requirements are governed by the “Academic Regulations Governing Bachelor’s Degree Programmes of Macao Polytechnic Institute”. Students who do not meet the attendance requirements for the module will not be permitted to sit the final or re-sit examination and shall be given an ‘F’ grade.

Assessment

This learning module is graded on a 100 point scale, with 100 being the highest possible score and 50 being the passing score.

Students’ understanding of module material and their performance is assessed on the basis of class assignment(s), a group project and oral presentation, a midterm examination, and a final examination. The assignments are to evaluate students’ understanding of the key concepts of change management. The project is used to evaluate whether students can apply change management concepts in the real life context. The midterm and final examinations aim to evaluate the students’ comprehensive understanding of the significant components in change management. The following is a summary of the assessment tasks:

	Activities used to assess students’ achievement of MILOs	Percentage	Targeted MILOs
1.	In-class exercises/quizzes (non-graded)	N/A	MILOs 1-5
2.	Individual assignment (graded)	10%	MILOs 4,5
3.	Group project (graded)	25%	MILOs 2,5
4.	Mid-term examination (graded)	25%	MILOs 1,2
5.	Final examination (graded)	40%	MILOs 1-5
	Total percentage:	100%	

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.

Teaching Material(s)

Textbook

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

Journal article from <http://www.emeraldinsight.com/> (available at E-Resources of MPI Library)

Yu, 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>

Reference

Reference book(s)

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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Journal(s)

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

Academic honesty is the basis for academic achievement. Cheating or dishonest act in assignments, projects, mid-term or final examination is a serious offense: a maximum grade deduction of 100% will be exercised.

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