



School of Business and Economics

Change Management

HR-695

Program	MBA
Semester	Fall 2020 (15 weeks – 3 Cr Hours)
Prerequisites (if any)	Foundation Courses of all business disciplines
Resource Person	Dr. Sami Bajwa Assistant Professor, SBE Director, Center for Multidisciplinary Research
Contact information	Room No. 5, Department of Management, SBE Email: sami.bajwa@umt.edu.pk Faculty Profile Link: http://sbe.umt.edu.pk/dom1/Academics/Faculty/Sami-Ullah-Bajwa.aspx
Counseling Hours	Monday 2:00 PM to 6:00 PM Tuesday 2:00 PM to 6:00 PM Friday On Appointment

Program Objectives

1. To hone participant's abilities through a well-developed and diversified program designed to equip graduates with essential leadership skills.
2. To develop participants' expertise in order to increase their resourcefulness in better decision-making.
3. To prepare participants for steering an organization through the difficult and turbulent global and domestic environment and enable the development of an implementable strategic business plan that not only addresses the financial but social and environmental issues as well.
4. To produce students who have well-rounded entrepreneurial skills - who not only have great ideas but can also make things happen by starting their own ventures.
5. To enhance the proficiency of the students and groom them to deal with complex business situations.

Course Objectives

The **objectives** of this course are to:

1. To see how unit managers' ad hoc arrangements to solve concrete problems can spur companywide change.
2. To gain familiarity with practices managers can use to encourage gradual and needed change in an organization without sparking resistance or resentment.
3. To understand and address problem employees' competing commitments--subconscious goals that conflict with their stated commitments.

4. To learn how leaders can manage a hostile organizational environment and their own vulnerabilities to remain in place during times of painful change.
5. To discover techniques for maintaining employees' commitment to needed change even when an organization is not facing an obvious threat.
6. To discover key elements of a successful change initiative: frequent milestone reviews, project team skill, visible support from management, and manageable workloads for employees who must adopt new processes.
7. To understand the stages a large-scale organizational change initiative must progress through and the pitfalls to avoid at each stage.

Teaching Methodology

Case Studies	30%
Lectures	15%
HBR Articles	40%
Simulations	05%
Project	20%
Group Discussions	10%

Evaluation Criteria

Presentating Case Anlysis	20 Marks
Class Participation + Activities	10 (05+05) Marks
Quiz (n-1)	10 Marks
Mid Term – Case Based	10 Marks
Project	15 Marks
End Term	35 Marks

Recommended Textbooks & Supplies

1. HBR 10 essential of change management.

Reference Cases

Case 1	HBR case - Over promoted and over his head
Case 2	HBR Case - StratAFin Inc - Auditing Change
Case 3	HBR Case – How much change a CEO can ask
Case 4	HBR Case - Cultural change in a school
Case 5	HBR Case - Dealing with Corruption in Police

Calendar of Activities

SR	TOPIC'S to be covered in the course	Learning objective of this topic	Teaching Methods
1	Introduction	To understand that change is a complex and dynamic process, involving individual, group, organizational, and external factors	Discussion Video 1 & 2
2	Understanding change management through case method	To command the approaches to approach case studies and analyzing case with theoretical concepts	Case 1 Discussion
3	Why Change Programs Don't Produce Change	To see how unit managers' ad hoc arrangements to solve concrete problems can spur companywide change.	Discussion Video 3
4	Radical Change, the Quiet Way	To gain familiarity with practices managers can use to encourage gradual and needed change in an organization without sparking resistance or resentment	Discussion Video 4
5	The Real Reason People Won't Change	To understand and address problem employees' competing commitments--subconscious goals that conflict with their stated commitments.	Discussion Case 2
6	Case Presentation (Case 3)		Presentation
7	Survival Guide for Leaders	To learn how leaders can manage a hostile organizational environment and their own vulnerabilities to remain in place during times of painful change.	Discussion Video 5
8	Leading Change When Business Is Good	To discover techniques for maintaining employees' commitment to needed change even when an organization is not facing an obvious threat.	Discussion Class activity
8	Case based Mid Term		Mid Term
10	Hard Side of Change Management	To discover key elements of a successful change initiative: frequent milestone reviews, project team skill, visible support from management, and manageable workloads for employees who must adopt new processes.	Discussion Class activity
11	Leading Change: Why Transformation Efforts Fail	To understand the eight stages a large-scale organizational change initiative must progress through and the pitfalls to avoid at each stage.	Discussion Case 4
12	Case presentation (Case 5)		
13	Change Through Persuasion	To understand how persistent efforts of managers and consistent message about the need and modalities of change can go a long way in making change initiatives successful	Discussion Class activity
14	Project Presentation		Presentation
15	Project Presentation		Presentation

Participant Responsibilities

Students are required to read and understand all items outlined in the participant handbook

- **Class Policy**
 - You need to be in class at the assigned time. After 10 minutes past the assigned time, you will be marked absent.
 - Turn off your mobile phone! It is unprofessional to be texting or otherwise.
 - Read your emails! You are responsible if you miss a deadline because you did not read your email. Participants should regularly check their university email accounts regularly and respond accordingly.
- **Class Attendance Policy**

A minimum of 80% attendance is required for a participant to be eligible to sit in the final examination. Being sick and going to weddings are absences and will not be counted as present. You have the opportunity to use 6 absences out of 30 classes. Participants with less than 80% of attendance in a course will be given grade 'F' (Fail) and will not be allowed to take end term exams. International students who will be leaving for a visa during the semester should not use any days off except for visa trips. Otherwise, they could reach short attendance.
- **Moodle**

Participants should regularly visit the course website on MOODLE Course Management system and fully benefit from its capabilities. If you are facing any problem using moodle, visit <http://oit.umt.edu.pk/moodle>. For further query send your queries to moodle@umt.edu.pk
- **Harassment Policy**

Sexual or any other harassment is prohibited and is constituted as a punishable offense. Sexual or any other harassment of any participant will not be tolerated. All actions categorized as sexual or any other harassment when done physically or verbally would also be considered as sexual harassment when done using electronic media such as computers, mobiles, internet, emails, etc.
- **Use of Unfair Means/Honesty Policy**

Any participant found using unfair means or assisting another participant during a class test/quiz, assignments or examination would be liable to disciplinary action.
- **Plagiarism Policy**

All students are required to attach a "Turnitin" report on every assignment, big or small. Any student who attempts to bypass "Turnitin" will receive "F" grade which will count towards the CGPA. The participants submit the plagiarism report to the resource person with every assignment, report, project, thesis, etc. If a student attempts to cheat Turnitin, he/she will receive a second "F" that will count towards the CGPA. There are special rules on plagiarism for final reports etc. all outlined in your handbook.
- **Withdraw Policy**

Students may withdraw from a course till the end of the 12th week of the semester. Consequently, grade W will be awarded to the student which shall have no impact on the calculation of the GPA of the student. A Student withdrawing after the 12th week shall be automatically awarded "F" grade which shall count in the GPA.
- **Communication of Results**

The results of quiz, midterms, and assignments are communicated to the participants during the semester and answer books are returned to them. It is the responsibility of the course instructor to keep the participants informed about his/her progress during the semester. The course instructor will inform a participant at least one week before the final examination related to his or her performance in the course.