**Change Management**

**(HR-695)**

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| Resource Person: | Dr. Mohammad Ali Haider Chauhan (Ali Chauhan) |
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| Contact Hours: | 45 |
| Office Address: | Management Department, HSM,  Main Building, UMT Main Campus |
| Programme: | MBA |
| Section: | A |
| Semester: | SPRING - 2024 |
| Course Pre-requisites: |  |
| Credit Hours: | 3 |
| Course Type: | In Person |
| Course URL (if any): | Available on LMS |

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| **Course Description:** |
| Change management has been defined as “the process of continually renewing an organization’s direction, structure, and capabilities to serve the ever-changing needs of external and internal customers” (Moran & Brightman, 2001, p. 111).  Drawing from the above, this course aims to expose students to the prescriptive and descriptive approaches to manage change. Prescriptive knowledge and skills will be developed through reading and discussing prescriptive research papers such as HBR 10 must reads on “Change”. The editorial board of this series of articles claims that if you read nothing else on managing change, read these definitive articles from HBR. While following the academic norms, descriptive knowledge about change management theories and models will be developed through reading and discussing multiple cases and articles. The students shall LEARN HOW TO PRACTICALLY APPLY these concepts in organizations. |

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| **Course Teaching Methodology:** |
| Teaching methodology for the course is designed to augment participants’ learning through (a) reading & discussion, (b) observation and (c) experimentation. Besides readings, lectures and discussions, in-class personal assessment exercises will be conducted.   1. Interactive Lectures and discussions 2. Case discussion and presentation 3. Class Activities 4. Scenarios |

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| **Program Educational Objectives (PEOs): MBA** | |
| PLO1 | Apply and evaluate business plans and strategies in response to changing market conditions and unforeseen challenges. |
| PLO2 | Apply business theories and principles to real-world business challenges, demonstrating the ability to transfer knowledge into workplace settings. |
| PLO3 | Apply effective communication skills to convey ideas, proposals, and solutions. |
| PLO4 | Analyze local & global business environments to formulate business strategies. |
| PLO5 | Apply technology and analyze the impact of digital transformation on business operations and competitiveness. |
| PLO6 | Evaluate the ethical and social responsibility implications of business decisions and practices, considering their broader societal impacts. |

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| **Course Learning Outcomes (CLOs):**  **After completing this course, students shall be able to:** | | |  |
|  | | **Mapping with PLOs** | **Learning Domain Level** |
| CLO-1 | **Analyze** the Change Management process. | PLO1, PLO2 | L4 |
| CLO-2 | **Application of** change management approaches, processes, and appreciation of the importance of implementing well-designed change management systems. | PLO2, PLO3 | L3 |
| CLO-3 | **Evaluate** the context of the business environment by using appropriate change management tools, techniques, and rewards. | PLO4, PLO5 | L5 |
| CLO-4 | **Evaluate** methodological approaches to identifying issues in planning and delivering effective change management of employees, teams, and organizations. | PLO3, PLO4, PLO5 | L5 |

**CLO – PLO MAPPING**

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|  | **PLOs** | | | | | |
| Apply and evaluate business plans and strategies in response to changing market conditions and unforeseen challenges. | Apply business theories and principles to real-world business challenges, demonstrating the ability to transfer knowledge into workplace settings. | Apply effective communication skills to convey ideas, proposals, and solutions. | Analyze local & global business environments to formulate business strategies. | Apply technology and analyze the impact of digital transformation on business operations and competitiveness. | Evaluate the ethical and social responsibility implications of business decisions and practices, considering their broader societal impacts. |
| 1 | 2 | 3 | 4 | 5 | 6 |
| 1 | **L4** |  |  |  |  |  |
| 2 |  | **L3** |  |  |  |  |
| 3 |  |  |  | **L5** |  |  |
| 4 | **L5** |  |  |  |  |  |

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| **Assurance of Learning and Assessment Items:**  *Specify Assessment Items that will assure student learning through application and achieve objectives* | |
| **Assessment Item** | **Application/ Objectives** |
| Scenarios | Affects the Understanding of the course material along with the application of the concepts |
| Project | Allows students to get a comprehensive exposure of the overall business environment |
| Presentations | Polishes the Presentation Skills of students and their communication skills |
| Class Activities/Quizzes | Quick assessments are provided to students which allows them in improving their learning skills and application skills |

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| **Assessment Structure and Grading Policy\*:** | | |
| **Assessment Item** | **Weight (%)** | **Execution Plan** |
| Class Activity | 20 | Weekly/biweekly |
| Quiz | 10 | Shall be conducted as concepts are covered |
| Assignments | 10 | Biweekly |
| Mid-term exam | 20 | One-time assessment |
| Project | 30 | Ongoing throughout the semester |
| Final Presentation | 10 | One-time assessment |
| **Total** | **100** |  |
| **Notes – Norms and Important Class Policies:**  *(Such as submission guidelines, academic honesty, make-up policy, code of conduct)*   * Be On Time   You need to be in class at the assigned time. After 10 minutes past the assigned time, you will be marked absent.   * Mobile Policy   **TURN OFF YOUR MOBILE PHONE!** It is unprofessional to be texting or otherwise.   * Email Policy   **READ YOUR EMAILS!** You are responsible if you miss a deadline because you did not read your email. Participants should check their university emails accounts regularly and respond accordingly.   * Class Attendance Policy   A minimum of 75% attendance is required for a participant to be eligible to sit 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 visa during semester should not use any days off except for visa trip. Otherwise, they could reach a short attendance.   * Moodle   UMT –LMS (Moodle) is an Open-Source Course Management System (CMS), also known as a learning Management System (LMS). 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](mailto:moodle@umt.edu.pk)   * Harassment Policy   Sexual or any other harassment is prohibited and is constituted as punishable offence. 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 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 quizzes, 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. | | |

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| **Weekly Sessions Plan:** | | | |
| **Week** | **Topics / Contents** | **Activity** | **Application/Objectives**  **PLO / CO / CLO** |
| 1 | * Introduction to the course, scope significance, norms of class discipline, students’ expectations from this course, etc. * CM defined, HBR articles, related variables. * How, what, and why questions | Class participation and discussion, understanding students’ needs and expectations. | PLO-, 1,2,3,4,5,6; CLO1,2,3,4  explained |
| 2 | * Planned models of change * Analytical model of change | Class participation | PLO-,1,2,3.  CLO1,2 |
| 3 | * Kotter, J. P. (2007). Leading change: Why transformation efforts fail? | Understanding and debating on the concepts | PLO-,1,2 3.  CLO1,2 |
| 4 | * *Case Study* * Quiz * Galli, B. J. (2018). Change management models: A comparative analysis and concerns. *IEEE Engineering Management Review*, *46*(3), 124-132. | Critical debate on planned versus analytical models of CM. | PLO- 3,4  CLO,1,2 |
| 5 | * Class Activity * Project | Activity  Project | PLO- 3,4  CLO1,2 |
| 6 | * Garvin, D.A. & Roberto, M.A. (2005). Change through persuasion. In *HBR’s 10 must reads on change* (pp. 13-22). Boston, MA: *Harvard Business Review.* * Baran, B. E., Filipkowski, J. N., & Stockwell, R. A. (2019). Organizational change: Perspectives from human resource management. *Journal of Change Management, 19*(3), 201-219. | Critical evaluation of the HBR article.  Discussions on learnings from the article | PLO-1, 2, 3  CLO1,2, |
| 7 | * Case Study * Quiz * Class Activity * Palmisano, S. J. (2003). Leading change when business is good. | Critical evaluation of the article.  Discussions on learnings from the article | PLO-1, 2, 3  CLO-2,3, 4 |
| 8 | **Mid Term Exam** | **Mid-Term Exam** | **PLO-1, 2, 3**  **CLO-1,2,** |
| 9 | * Heifetz, R. A. & Linsky, M. (2002). A survival guide for leaders. In *HBR’s 10 must reads on change* (pp. 63-73). Boston, MA: *Harvard Business Review.* * Pettigrew, A. M., Woodman, R. W., & Cameron, K. S. (2001). Studying organizational change and development: Challenges for future research. *Academy of Management Journal*, *44*(4), 697-713. | Critical evaluation of the HBR article.  Discussions on learnings from the article | PLO-4,5  CLO-3,4 |
| 10 | * Case Study * Quiz * Class Activity * Stouten, J., Rousseau, D. M., & De Cremer, D. (2018). Successful organizational change: Integrating the management practice and scholarly literatures. *Academy of Management Annals*, *12*(2), 752-788. | Critical evaluation of the HBR article | PLO-4,5  CLO-3,4 |
| 11 | * Class Activity * Case study * Quiz | Discussions on learnings from the article | PLO-4,5  CLO-3,4 |
| 12 | * Class Activity * Case Study | Activities  Project | PLO-1,2,3,4,5  CLO-1,2,3,4 |
| 13 | * Presentations | Presentations | PLO-4,5  CLO-2,3,4 |
| 14 | * Presentation | Presentations | PLO-4,5  CLO-2,3,4 |
| 15 | * Final Exam | Presentations | PLO-3,4,  CLO-3,4 |

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| **Primary Textbook (s):** |
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| **Reference / Supplementary Reading (s):** |
| **Lucent Technologies - Case study**  **Articles and Handouts shall be provided to the class continuously for further reading and clarity.** |
| **Useful Online / Web Resources:** |
| * <https://change.walkme.com/change-management-and-organisational-development/> |

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|  | **Q1** | **Q2** | **Q3** | **Q4** | **A1** | **A2** | **A3** | **A4** | **CA1** | **CA2** | **CA3** | **CA4** | **Mid**  **Term** | **Proj.**  **Pres** | **Final** |
| **CLO1** | **\*** |  |  | **\*** |  |  |  |  | **\*** |  |  |  | **\*** |  |  |
| **CLO2** |  | **\*** |  |  |  | **\*** |  |  |  | **\*** |  |  | **\*** |  |  |
| **CLO3** |  |  | **\*** |  |  |  | **\*** |  |  |  | **\*** |  |  | **\*** | **\*** |
| **CLO4** |  |  |  | **\*** |  |  |  | **\*** |  |  |  | **\*** |  | **\*** | **\*** |