



UNIVERSITY OF NICOSIA

ΠΑΝΕΠΙΣΤΗΜΙΟ ΛΕΥΚΩΣΙΑΣ

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|-------------------------|-----------------------|-------------------------------------|
| Course Code | Course Title | ECTS |
| MGT 470 | Change Management | 6 |
| Department | Semester | Prerequisites |
| Management & MIS | Fall/Spring | MGT 281 Introduction to Management |
| Type of Course | Field | Language of Instruction |
| Elective | Management | English |
| Level of Course | Year of Study | Lecturer |
| 1 st Cycle | 4 th | Dr Ian McRoy |
| Mode of Delivery | Work Placement | Co-requisite |
| Face-to-face | N/A | BADM 475 Business Policy & Strategy |

Objectives of the Course:

The main objectives of the course are to:

- Analyse and be an integrative study of organizations in a changing business environment.
- explore the change management and strategy concepts and analytical techniques
- equip students with the skills to assess an organizations strategic position.
- explore in more detail and in different contexts and applications change management methods
- expose students to the general management 'big picture', thereby providing a cross-functional and strategic perspective
- stress the interrelationships between different aspects of the organisation and the integrated nature of strategy and change.
- re-examine and develop views about organizations and allow analysis and hone judgments about key issues facing organizations.
- perform a situational analysis of an organisation

Learning Outcomes:

After completion of the course students are expected to be able to:

- Demonstrate knowledge and understanding of the business environment and strategic considerations it raises
- Apply theory, models, frameworks and decision-making tools to identify key

issues and make recommendations base on your findings

- Analyse the external environment and its impact on the organisation
- Assess the internal environment and strategic change issues facing an organisation
- Analyse case studies
- Conduct research; write reports and/or present analysis and conclusions

Course Contents:

- Organisational and their environments
- Understanding the need for reorganisation and/or business process reengineering
- Environmental alignment and systems models
- Organisational structure, change design and learning
- Recognising the need for change and culture
- Process models of change
- Starting the change process and the hard and soft models employed
- Gathering and interpretation of data
- Leadership, management and stakeholders
- Implementing the effective change process

Learning Activities and Teaching Methods:

Lectures, Presentations, Tutorials, Case Studies; Assignments

Required Textbooks/Reading

Senior B and Fleming J Organizational Change 3rd Edition Prentice Hall 2006

The course content and the chapters referred to in the set text are to be used as a guide other chapters may also be useful in order to gain a broader understanding of the subject.

Recommended Reading

Hayes J. The Theory and Practice of Change Management 2nd Edn Palgrave 2007

Darwin J., Johnson P., and McAuley J. Developing Strategies for Change Prentice Hall 2002

Carnall.C.A. Managing Change in Organisations. Prentice Hall Fourth Edition 2003.

Patton R.A. and McCalman J. Change Management: A guide to effective implementation. Second Edition Sage Publications 2000.

Kotter J.P. and Cohen D.S. The Heart of Change: Real life stories of how people change their organisations. Harvard Business School Press 2002.

Readings from Business Week, Fortune, Harvard Business Review, The Wall Street Journal and The Financial Times.