



Course Code MGT 472	Course Title Change Management	Credits (ECTS) 6
Department Management & MIS	Semester Fall/Spring	Prerequisites MGT 281 Introduction to Management
		Co requisites BADM 475 Business Policy & Strategy
Type of Course Elective	Field Business	Language of Instruction English
Level of Course Undergraduate	Year of Study 4 th	Lecturer Dr Ian McRoy
Mode of Delivery Face-to-face	Work Placement N/A	Co-Requisites None
Recommended Optional Programme Components: N/A		

Objectives of the Course:

This is an analytical and integrative study of organizations in a changing business environment. A task-orientated course, it explores the management and strategy concepts and analytical techniques that provide the context for subsequent courses and equips students with the skills to assess an organizations strategic position.

A further purpose of the course is to build on and expose students to the general management ‘big picture’, thereby providing a cross -functional and strategic perspective. In other words, this course stresses the interrelationships between different aspects of the organisation and the integrated nature of strategy and change.

MGT 470 particularly should stimulate the re-examination and development of students views about organizations and allow students to analyse and hone their judgment about key issues facing organizations. Although students are not expected to become an expert in strategic change management, by the end of the course, they should be able to perform a situational analysis of an organisation.

Learning Outcomes:

Upon completion of the course, students should 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 organization.
- Assess the internal environment and strategic change issues facing an organization.
- 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.

Teaching Methods:

- Lectures
- Core material
- Case Studies
- Self-assessment exercises
- DVD cases
- Discussions
- Course assessments

Assessment Methods:

Homework Assignments; 2 Case study Tests at week 5 and 9; Case study for Final Exam; Class Participation.

Required Textbooks:

Authors	Title	Publisher	Year	ISBN
Senior B and Fleming J	Organizational Change 3 rd Ed.	Prentice Hall	2006	02736959983

Recommended Textbooks/Reading:

Authors	Title	Publisher	Year	ISBN
Hayes J.	The Theory and Practice Of Change	Palgrave	2007	1403992983

Balogun & Hope Hailey	Management 2 nd Ed. Exploring Strategic Change 3 rd Ed.	Prentice Hall	2008	9780273708025
Burnes B	Managing Change 4 th Ed.	Prentice Hall	2004	0273683365
Paton R and McCalman J	Change Management; A guide to effective implementation	Sage	2000	0761964991