



UNIVERSITI TEKNOLOGI MARA

ADS607: MANAGING CHANGE

<b>Course Name (English)</b>	MANAGING CHANGE <b>APPROVED</b>
<b>Course Code</b>	ADS607
<b>MQF Credit</b>	3
<b>Course Description</b>	The ability to change is a critical ingredient for success in today's fast-paced business environment. This course looks at the concept of change and its importance in organizations. It is designed to stimulate Individuals to understand, realize and respond to change in order to succeed in the chaotic environment without hassle. An organization should be able to build its own strength that covers an aspect of leadership and human resource management to gain the advantage of change process
<b>Transferable Skills</b>	1. Demonstrate ability to identify and articulate self skills, knowledge and understanding confidently and in a variety of contexts  2. Demonstrate ability to investigate problems and provide effective solutions.  3. Demonstrate enthusiasm, leadership and the ability to positively influence others
<b>Teaching Methodologies</b>	Lectures, Blended Learning, Tutorial
<b>CLO</b>	CLO1 Analyse the key challenges issues of managing change in an organization based on internal and external perspectives CLO2 Demonstrate effective leadership skills in managing impact of changes towards organization CLO3 Propose a plan to manage change in an organization by referring to theories of managing change
<b>Pre-Requisite Courses</b>	No course recommendations
<b>Topics</b>	
<b>1. Introduction</b> 1.1) Definition of Managing Change 1.2) Environmental pressures for change 1.3) Why organizations may not change in the face of 1.4) External environmental pressures 1.5) Organizational pressures for change	
<b>2. Types of Change</b> 2.1) Distinguishing between First-order and Second-order of changes 2.2) First-order, adaptive changes 2.3) Second-order, transformational change 2.4) Beyond either First-order or Second-order change 2.5) Implications for change managers 2.6) Types of changes: Lessons from the front line	

**3. Change Paths versus Change Tools**

- 3.1) Why do change paths differ?
- 3.2) Change tools:
- 3.3) Lewin's Three Stage Model
- 3.4) Beckhard and Harris' Model
- 3.5) Business Process Re-engineering
- 3.6) Best Practices
- 3.7) The Learning Organizations

**4. Leadership in Practice**

- 4.1) Leadership vision and strategy
- 4.2) Leaders and situations
- 4.3) The context of leadership
- 4.4) Managers and leadership
- 4.5) Leadership and "human scale"

**5. Linking Vision and Change**

- 5.1) Content of Meaningfull Visions
- 5.2) How Context Affects Visions
- 5.3) Processes by Which Visions Emerge
- 5.4) When Vision Fail
- 5.5) Linking Vision to Change

**6. Resistance to Change**

- 6.1) Support for change
- 6.2) Signs of resistance to change
- 6.3) Why do people resist change?
- 6.4) Managers as change resistors
- 6.5) Managing resistance

**7. Strategies for Communicating Change**

- 7.1) The communication process
- 7.2) Strategies for communicating change
- 7.3) Communication media

**8. Skills for Communicating Change**

- 8.1) Communication skills for engaging others in the change process
- 8.2) Change conversation skills :Communicating change with the outside world

**9. Consolidating Change**

- 9.1) Consolidation: What are its signs?
- 9.2) Actions to consolidate change
- 9.3) Some Words of Caution

Assessment Breakdown	%
Continuous Assessment	100.00%

Details of Continuous Assessment	Assessment Type	Assessment Description	% of Total Mark	CLO
	Assignment	Article Review	10%	CLO2
	Assignment	Case Study- Report Submiss	20%	CLO1
	Group Project	Video Project	30%	CLO3
	Presentation	Presentation on Article Review	10%	CLO2
	Test	Test 1 and Test 2	30%	CLO1

Reading List	Recommended Text	<ul style="list-style-type: none"> <li>Palmer, I., Dunford, R. and Akin, G 2006, <i>Managing organizational Change: A multiple perspectives approach</i>, McGraw-Hill International Edition. Singapore</li> </ul>
	Reference Book Resources	<ul style="list-style-type: none"> <li>Allan Williams, Sally Woodward, Paul Dobson 2002, <i>Managing Change Successfully : Using Theory and Experience to Implement Change</i>, Thompson Learning.</li> <li>Bernard Burnes 2004, <i>Managing Change</i>, 4th edition Ed., Prentice Hall</li> <li>Fionna Graetz, Malcolm Rimmer, Ann Lawrence and Aaron Smith 2002, <i>Managing Organizational Change</i>, John Willey &amp; Sons Australia Ltd.</li> <li>Todd D.Jick and Maury A.Peiperl 2003, <i>Managing Change Cases and Concepts</i>, McGraw-Hill.</li> </ul>
Article/Paper List	This Course does not have any article/paper resources	
Other References	This Course does not have any other resources	