

Subject Code	MM521
Subject Title	Leading Change
Credit Value	3
Level	5
Normal Duration	1-semester
Pre-requisite/ Co-requisite/ Exclusion	Managing Organizations and People (MM511) ----- Managing Change (MM5211)
Role and Purposes	The objective of this subject is to assist senior management to develop a change mindset for managing their organizations in a changing environment. Students will learn the competencies of change agents in order to implement change initiatives in their organizations.
Subject Learning Outcomes	Upon completion of the subject, students will be able to: a. develop a mindset for managing and leading organizational change; b. facilitate their organizations to learn faster and better; c. expand their competencies as change agents; and d. formulate organizational strategies to compete for the future.
Subject Synopsis/ Indicative Syllabus	The Nature of Organizational Change Barriers to Change, Mobilizing for Change, Change as a Process through Time, The Three States of Change, Types and Paths of Change, The Change Style, Analyzing the Change Context, Exercising Change Judgment. Change Agent The Senior Management as Change Agent, Personal Competencies and Managerial Skills for Change Agent. The Implementation Path The Cultural Web of an Organization, Change Levers and Interventions, Communication during Change, Planning, Monitoring and Resourcing, Middle Managers as Change Intermediaries. Competing for the Future Building the Learning Company, Facilitating Organizational Learning, Improving Productivity and Quality, Embracing Chaos and Complexity.
Teaching/Learning Methodology	The class will help students to acquire a theoretical and practical orientation to manage and lead change in organizations through a series of experiential exercises and case studies. Students are expected to participate actively in class discussion.

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)				
			a.	b.	c.	d.	
	Continuous Assessment*	50%					
	1. Individual assignment	30%	✓		✓		
	2. Group assignment	20%		✓		✓	
	Examination	50%	✓	✓	✓	✓	
Total	100 %						
<p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To pass this subject, students are required to obtain Grade D or above in both the Continuous Assessment and Examination components.</p> <p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes: the various methods are designed to ensure that all students taking this subject –</p> <ul style="list-style-type: none"> • The Individual Assignment is used to enable students to improve a change initiative introduced in their own organizations. • The Group Assignment is designed to help students to learn as a group and apply the concepts learned in real life practice. • Examination is used to test if students master the basic concepts of leading change explained in the lectures and seminars. <p>Feedback is given to students immediately following the presentations and all students are invited to join this discussion.</p>							
Student Study Effort Expected	Class contact:						
	▪ Lectures		42 Hrs.				
	Other student study effort:						
	▪ Self-study		84 Hrs.				
	Total student study effort		126 Hrs.				
Reading List and References	<p><u>Recommended Textbook</u> Balogun, J. and Hailey, V.C. (2008). <i>Exploring Strategic Change</i>, Third Edition, Prentice Hall, London.</p>						

Reading & References

Books

Carnall, C.A. (2007). *Managing Change in Organizations*, 5th ed., Financial Times/Prentice Hall, London.

Collins, J. (2001). *Good To Great: Why Some Companies make the Leap ... and Others Don't*, Random House Business Books, London.

Hamel, G. and Prahalad, C.K. (1994). *Competing for the Future*. HBS Press, Boston.

Hammer, M. (2001). *The Agenda: What Every Business Must Do to Dominate the Decade*, Crown Business, New York.

Jick, T.D. and Peiperl, M.A. (2003). *Managing Change: Cases and Concepts*, 2nd ed., McGraw-Hill, New York.

Johnson, S. (1998). *Who Moved My Cheese?* G.P. Putnam's Sons, New York.

Kotter, J.P. (1996). *Leading Change*, HBS Press, Boston.

Miles, R.H. (1997). *Leading Corporate Transformation*, Jossey Bass, San Francisco.

Pedler, M., Burgoyne, J. and Boydell, T. (1997). *The Learning Company: A Strategy for Sustainable Development*, 2nd Ed, McGraw-Hill, Maidenhead.

Senge, P.M. (1990). *The Fifth Discipline*, Doubleday/Currency, New York.

Selected Articles

Beer, M., Eisenstat, R.A. and Spector, B. (1990). 'Why change programs don't produce change', *Harvard Business Review*, Vol. 68, No. 6, pp. 158-166.

Collins, J.C. and Porras, J.I. (1995). 'Building a visionary company', *California Management Review*, Vol. 37, No. 2, pp. 80-100.

De Geus, A. (1997). 'The living company', *Harvard Business Review*, Vol. 75, No. 2, pp. 51-59.

Garvin, D. A. (1993). 'Building a learning organization', *Harvard Business Review*, Vol. 71, No. 4, pp. 78-91.

Jackson, M.C. (1995). 'Beyond the fads: Systems thinking for managers', *System Research*, Vol. 12, No. 1, pp. 25-42.

Lissack, M.R. (1997). 'Of chaos and complexity: Managerial insights from a new science', *Management Decision*, Vol. 35, No. 3, pp. 205-218.

Mak, W.M. (1995). 'The 5'S: The foundation of total quality management', in G. K. Kanji, ed., *Total Quality Management: Proceedings of the First World Congress*, London, Chapman and Hall. pp. 603-606.

Mak, W.M. (1999). 'Cultivating a quality mind-set', *Total Quality Management*, Vol. 10, no. 4/5, pp. 622-626.

Mak, W.M. (2002). 'Rethinking business strategy with complexity theory', in G. Ragsdell and J. Wilby, eds., *Systems Theory and Practice in the Knowledge Age*, New York, Kluwer Academic/Plenum Publishers. pp. 321-328.

Nonaka, I. (1991). 'The knowledge-creating company', *Harvard Business Review*, Vol. 69, No. 6, pp. 6-104.

Schaffer, R.H. and Thomson, H.A. (1992). 'Successful change programs begin with results', *Harvard Business Review*, Vol. 66, No. 4, pp. 41-51.

Schein, E.H. (1993). 'How can organizations learn faster: The problem of entering the greenroom', *Sloan Management Review*, Vol. 34, No. 2, pp. 85-92.

Strebel, P. (1996). 'Why do employees resist change?', *Harvard Business Review*, Vol. 74, No. 3, pp. 86-92.