

City University of Hong Kong

**Information on a Course
offered by Department of Management
with effect from Semester A in 2014/2015**

Part I

Course Title:	Transforming Organizations
Course Code:	MGT 6322
Course Duration:	One Semester
No. of Credit Units:	3
Level:	P6
Medium of Instruction:	English
Prerequisites:	MGT5204 Organizational Behavior MGT5205 Strategic Management
Precursors:	MGT6311 Human Capital Management
Equivalent Courses:	Nil
Exclusive Courses:	MGT6532 Organizational Development and Change

Part II

Course Aims:

This course aims to:

- Familiarize students with the concepts, theories and principles of change management to help them effectively manage an organizational transformation and the employee resistance associated with it
- Equip students with the knowledge and skills to diagnose an organizational situation systematically, and then to plan and implement a change aimed at improving the performance of the organization
- Develop the capabilities that are needed to effectively manage the key processes associated with organizational transformation/change.

Course Intended Learning Outcomes (CILOs)

Upon successful completion of this course, students should be able to:

No.	CILOs	Weighting
1.	Diagnose an organization and its environment systematically in order to specify (whether and) what kind of transformation is needed and feasible;	20%
2.	Explain how the objectives, content and process of organizational change may be influenced by contextual factors, particularly the prevailing set of cultural values	20%
3.	Formulate and communicate a plan for organizational change that is appropriate a specified context	20%
4.	Identify and manage effectively the factors that inhibit a successful organizational transformation, including employee resistance to change	20%
5.	Evaluate and reflect upon a transformation in order to refine, revise and/or extend the existing plan for organizational change and to learn from the experience	20%

Teaching and Learning Activities (TLAs)

(Indicative of likely activities and tasks designed to facilitate students' achievement of the CILOs. Final details will be provided to students in their first week of attendance in this course)

Total Hours: Seminar 39 (3 hours per week)

CILOs	TLAs	Hours/week
1-5	Lectures with Q & A	1
1-5	Readings from textbook and selected articles	2
1,3,4,5,	Analysis, preparation & presentation of cases	3
2,5	Discussions of cases and issues in class and online	2

Assessment Tasks/Activities

(Indicative of likely activities and tasks designed to assess how well the students achieve the CILOs. Final details will be provided to students in their first week of attendance in this course)

Task/activity	Weighting (provisional)	Major focus on CILOs	Minor focus on CILOs
Participation (Preparation & Engagement) including contributions to discussions and exercises in class and online (individual)	20%	1,2,4,5	3
Online, Open-book Quiz (individual)	10%	2,3,4	1,5
Coursework - Analysis & interpretation of specific cases & issues with reports in written <u>and/or</u> verbal/visual formats	40%	1-5	
2-hour Final Exam (individual)	30%	1,3,5	2,4

Grading of Student Achievement:

ASSESSING AND GRADING PARTICIPATION

Grade	A. Preparation	B. Engagement
Excellent A- 3.7 A 4.0 A+ 4.3	Student is well-prepared for all or almost all class activities and demonstrates some leadership in activities outside of class.	Student demonstrates leadership by initiating discussions in class and/or online, asking questions that stimulate discussion or reflection, and offering novel and/or thoughtful ideas
. Good B- 2.7 B 3.0 B+ 3.3	Student is prepared for most class activities.	Student frequently contributes to shared learning by offering useful ideas/comments and/or asking meaningful questions.
Adequate C- 1.7 C 2.0 C+ 2.3	Student is prepared for many class activities.	Student contributes several times to shared learning by offering useful/suitable ideas/comments and/or asking meaningful questions.
Failure F	Student is rarely/never prepared for class activities and/or is absent/late for several classes..	Student almost never contributes to shared learning by offering ideas and/or asking questions.

ASSESSING AND GRADING COURSEWORK & EXAMS

Grade	Attributes
.Excellent A- 3.7 A 4.0 A+ 4.3	Excellent understanding of key issues and problems; excellent application of subject matter (concepts, models and principles of change management & organizational transformation) to specific issues and cases; able to analyze, synthesize and/or interpret as appropriate; strong evidence of original, innovative and/or integrative thinking; able to develop and communicate key insights and compelling arguments by using supporting evidence and/or logic very effectively.
. Good B- 2.7 B 3.0 B+ 3.3	Good understanding of key issues and problems; good application of subject matter to issues and cases; able to analyze, synthesize and/or interpret as appropriate; evidence of original, innovative and/or integrative thinking; able to develop and communicate key insights and convincing arguments by using relevant evidence and/or logic.
Adequate C- 1.7 C 2.0 C+ 2.3	Able to understand and address the basic issues associated with the transformation of organizations by applying relevant subject matter, evidence and logic; Able to formulate and communicate basic insights, viewpoints, and suggestions/recommendations.
Failure F	Unable to address even the issues and problems that merely require the application of fundamental subject matter and the most basic evidence.

Part III

Keyword Syllabus:

Introduction; Internal and external triggers for organizational change; Theories and models of organizational change; Diagnosis of the context; Analysis of the organization and its environment; Stakeholders and performance; Planning change; Mission, vision and strategy; Objectives, content and process of change; Cultural values and change; Radical transformation versus incremental change; Preparing for change; Stakeholder management; Communication strategies; Employee resistance to change; Change management tools; Implementing change; Common problems; Key success factors; Leadership and teams; Evaluating a transformation; Reflecting upon a transformation in order to learn from the experience.

Reference Texts:

Beitler, M. (2006) *Strategic Organizational Change: A Practitioner's Guide for Managers and Consultants*, 2/e, Practitioner Press International.

Burke, W.W. (2010). *Organizational Change: Theory and Practice*, 3/e, Sage Publications.

Cameron E. and M. Green (2009) *Making Sense of Change Management*, 2/e. Kogan Page.

Carnall, C. (2007) *Managing Change in Organizations*. 5/e. FT Prentice Hall.

Gladwell, M. (2002). *The Tipping Point: How Little Things can Make a Big Difference*, Back Bay Books.

Hayes, J. (2010). *The Theory and Practice of Change Management*. 3/e. Palgrave Macmillan.

Helms-Mills, J., K. Dye, and A. J. Mills (2009). *Understanding Organizational Change*. Routledge.

Kotter, J.P. (1996). *Leading Change*, Harvard Business School Press.

Kotter, J.P. and Cohen, D.S. (2002). *The Heart of Change: Real-Life Stories of How People Change Their Organizations*, Harvard Business School Press.

Leban, B. and L. Stone. (2008) *Managing Organizational Change*. John Wiley & Sons.

Palmer, I., R. Dunford and G. Akin (2009) *Managing Organizational Change*. 2/e. McGraw-Hill.

Spector, B. (2010) *Implementing Organizational Change*. 2/e, Pearson Prentice Hall.