

MGT6322: TRANSFORMING ORGANIZATIONS

Effective Term

Semester A 2025/26

Part I Course Overview

Course Title

Transforming Organizations

Subject Code

MGT - Management

Course Number

6322

Academic Unit

Management (MGT)

College/School

College of Business (CB)

Course Duration

One Semester

Credit Units

3

Level

P5, P6 - Postgraduate Degree

Medium of Instruction

English

Medium of Assessment

English

Prerequisites

Nil

Precursors

MGT6311 Human Capital Management

Equivalent Courses

Nil

Exclusive Courses

MGT6532 Organizational Development and Change

Part II Course Details

Abstract

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)

CILOs		Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Describe an organization and its environment systematically in order to specify (whether and) what kind of transformation is needed and feasible;	20		x	x
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	x	x	
3	Design and explain a plan for organizational change that is appropriate a specified context	20		x	x
4	Identify and manage effectively the factors that inhibit a successful organizational transformation, including employee resistance to change	20		x	
5	Discuss 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	x	x	x

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to real-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

Learning and Teaching Activities (LTAs)

LTAs		Brief Description	CILO No.	Hours/week (if applicable)
1	Lectures with Q & A		1, 2, 3, 4, 5	1
2	Readings from textbooks and selected articles	Students will complete all the required readings.	1, 2, 3, 4, 5	2
3	Analysis, preparation & presentation of cases	Students will analyze cases and present their analysis in class	1, 3, 4, 5	3

4	Discussions of cases and issues in class	Students will engage in case and other analyses in class.	2, 5	2
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Assessment Tasks / Activities (ATs)

	ATs	CILO No.	Weighting (%)	Remarks ("- " for nil entry)	Allow Use of GenAI?
1	Participation (Preparation & Engagement) including contributions to discussions and exercises in class and online (individual)	1, 2, 3, 4, 5	20	-	No
2	Online, Open-book Quiz (individual)	1, 2, 3, 4, 5	20	-	No
3	Coursework - Analysis & interpretation of specific cases & issues with reports in written and/or verbal/visual formats	1, 2, 3, 4, 5	30	-	No

Continuous Assessment (%)

70

Examination (%)

30

Examination Duration (Hours)

2

Assessment Rubrics (AR)**Assessment Task**

ASSESSING AND GRADING PARTICIPATION (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

A. Preparation

Excellent

(A+, A, A-) Student is well-prepared for all or almost all class activities and demonstrates some leadership in activities outside of class.

Good

(B+, B, B-) Student is prepared for most class activities.

Fair

(C+, C, C-) Student is prepared for many class activities.

Marginal

(D) Student is prepared for class activities.

Failure

(F) Student is rarely/never prepared for class activities and/or is absent/late for several classes.

Assessment Task

ASSESSING AND GRADING PARTICIPATION (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

B. Engagement

Excellent

(A+, A, A-) 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+, B, B-) Student frequently contributes to shared learning by offering useful ideas/comments and/or asking meaningful questions.

Fair

(C+, C, C-) Student contributes several times to shared learning by offering useful/suitable ideas/comments and/or asking meaningful questions.

Marginal

(D) Student contributes few times to shared learning by offering useful/suitable ideas/comments and/or asking meaningful questions.

Failure

(F) Student almost never contributes to shared learning by offering ideas and/or asking questions.

Assessment Task

ASSESSING AND GRADING COURSEWORK & EXAMS (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Excellent

(A+, A, A-) 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+, B, B-) 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.

Fair

(C+, C, C-) 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.

Marginal

(D) Basic understanding of the subject matter and the ability to apply it to simple issues and cases will justify progress without repeating the course.

Failure

(F) Unable to address even the issues and problems that merely require the application of fundamental subject matter and the most basic evidence.

Assessment Task

ASSESSING AND GRADING PARTICIPATION (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

A. Preparation

Excellent

(A+, A, A-) Student is well-prepared for all or almost all class activities and demonstrates some leadership in activities outside of class.

Good

(B+, B) Student is prepared for most class activities.

Marginal

(B-, C+, C) Student is prepared for many class activities.

Failure

(F) Student is rarely/never prepared for class activities and/or is absent/late for several classes.

Assessment Task

ASSESSING AND GRADING PARTICIPATION (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

B. Engagement

Excellent

(A+, A, A-) 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+, B) Student frequently contributes to shared learning by offering useful ideas/comments and/or asking meaningful questions.

Marginal

(B-, C+, C) Student contributes several times to shared learning by offering useful/suitable ideas/comments and/or asking meaningful questions.

Failure

(F) Student almost never contributes to shared learning by offering ideas and/or asking questions.

Assessment Task

ASSESSING AND GRADING COURSEWORK & EXAMS (for students admitted from Semester A 2022/23 to Summer Term 2024)

Excellent

(A+, A, A-) 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+, B) 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.

Marginal

(B-, C+, C) 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 Other Information

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.

Reading List**Compulsory Readings**

Title	
1	Nil

Additional Readings

Title	
1	Beitler M. (2006) Strategic Organizational Change: A Practitioner' s Guide for Managers and Consultants, 2/e, Practitioner Press International.
2	Burke, W.W. (2010). Organizational Change: Theory and Practice, 3/e, Sage Publications.
3	Cameron E. and M. Green (2009) Making Sense of Change Management, 2/e. Kogan Page.
4	Carnall C. (2007) Managing Change in Organizations. 5/e. FT Prentice Hall.
5	Gladwell, M. (2002). The Tipping Point: How Little Things can Make a Big Difference, Back Bay Books.
6	Hayes, J. (2010). The Theory and Practice of Change Management. 3/e. Palgrave Macmillan.
7	Helms-Mills, J., K. Dye, and A. J. Mills (2009). Understanding Organizational Change. Routledge.
8	Kotter, J.P. (1996). Leading Change, Harvard Business School Press.

9	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.
10	Leban B. and L. Stone. (2008) Managing Organizational Change. John Wiley & Sons.
11	Palmer, I., R. Dunford and G. Akin (2009) Managing Organizational Change. 2/e. McGraw-Hill.
12	Spector, B. (2010) Implementing Organizational Change. 2/e, Pearson Prentice Hall.