UNIVERSITY *of* NICOSIA

Course Syllabus

Course Code	Course Title	ECTS Credits
MBAN-785	Managing Change	7.5
Prerequisites	**Department**	**Semester**
MBAN-609/MBAN-685	Management	Fall, Spring, Summer
Type of Course	**Field**	**Language of Instruction**
Elective	Human Resources	English
Level of Course	**Lecturer(s)**	**Year of Study**
2nd Cycle	Dr. Neophytos Karamanos	1st or 2nd
Mode of Delivery	**Work Placement**	**Corequisites**
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:
- To discuss the complexity involved in managing corporate change within the current turbulent and global business environment and examine why it remains a challenge for most senior executives with many change programs failing to deliver the benefits they promise
- To assess the value of formulating a context-sensitive change approach and provide concepts, frameworks and techniques for analysing the organization context and designing such change processes
- To analyse, through the use of a series of frameworks and tools, the organizational context and assess the factors impacting the change process and its design
- To evaluate the various change design options for aligning the organization behind the intended strategy and taking action against the designed change process in order to achieve its successful implementation and lay the foundations for sustainability
- To examine the pivotal role played by the organization's leadership in building enabling conditions for change and a positive organizational climate characterized by employee engagement, trust, organizational justice and the ability of employees to express their voice

Learning Outcomes:

After completion of the course students are expected to be able to:
1. **Assess the importance and complexity of strategic change** (students should be able to assess the importance of strategic change within the current turbulent and global business environment and its implications for the long-term survival of organizations)

2. **Analyse an organization's change context** (students should be able to apply the Change Kaleidoscope contextual features and analyse the organization aspects pertinent to the change - such as scope of change, timeframe, diversity, capability of change, readiness, capacity - and judge which are the most critical ones for a specific context)
3. **Design a context-sensitive change approach** (students should be able, based on their analysis of the organizational context, to select the most appropriate design choices like change path, start-point, style, target, levers etc.)
4. **Develop a change vision and design appropriate change interventions** (students should be able to design an appropriate process for developing the needed change vision and express this vision in a suitable form so as to inspire and achieve a wider ownership of the change process. They should also be able to design a series of change interventions and sequencing them appropriately across the three change phases of mobilize, move and sustain)
5. **Evaluate the critical role of senior leadership, middle management and HR management in building enabling conditions for change** (students should be able to assess the nature of the change roles and relationships between senior executives and middle managers, and the role of the HR function in supporting the delivery of change. They should also be able to evaluate the importance of a positive organizational climate and assess how employee engagement, trust, employee voice and organizational justice can be fostered.

Course Content:

1. **Introduction to strategic change**: The nature of strategic change, context-specific change, managerial capabilities for change agents, the transition state, a change flow chart
2. **Understanding Implementation Choices I**: Different types of change, the role of culture, realignment, transformation
3. **Understanding Implementation Choices II**: Paths of change, choosing a change path, change start-point
4. **Understanding Implementation Choices III**: Change style, change target
5. **Understanding Implementation Choices IV**: Change levers, change roles
6. **Analysing the Change Context I**: Time, scope, preservation
7. **Analysing the Change Context II**: Diversity, capability
8. **Analysing the Change Context III**: Capacity, readiness, power
9. **Designing the Transition I**: The future state, developing a vision, identifying barriers to change, designing the transition state
10. **Designing the Transition II**: Mobilizing for change, designing and sequencing change levers, linking design of the transition state to design choices
11. **Transition Management I**: Enabling conditions for change, senior executive leadership, role of middle managers, role of human resource management
12. **Transition Management II**: Employee engagement, organizational climate, trust, employee voice, organizational justice, rethinking resistance

Learning Activities and Teaching Methods:

1. Faculty lectures
2. Directed and background reading
3. Case study analysis
4. Student-led presentations and discussions
5. Field project

Assessment Methods:

Field project, Midterm, Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Exploring Strategic Change (4th edition)	Balogun, J. & Hope Hailey, V & Gustaffson, G	Pearson	2016	978-0-273-77891-2

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Organizational Change (5th edition)	Senior, B. & Swailes, S	Pearson	2016	978-1-292-06383