



جامعة دبي
UNIVERSITY of DUBAI

COLLEGE OF BUSINESS ADMINISTRATION
MBA Course Syllabus
Semester:

Course code & No.: MLHRM 715

Course Title: Managing Change

Prerequisites: MBA 645 (Strategic Management)

Faculty Member:

Contact Details: Email:; Phone:

Class Hours: Time: Days: Room:

Office Hours: Time: Days: Room:

Brief Course Description: (As in UD Catalog)

The course focuses on the nature and process of organization change & how to be an effective change agent in an organization. The coverage includes the forces for change, the change implementation process, the qualities & skills of successful change agents & behavioral theory of how individuals and organization change.

This course contributes the following MBA LHRM program concentration objectives (MBA LHRM PCO): At the end of this program, students should be able to:

MBA LHRM PCO	*Objectives	Linked to MBA PO
1	Perform managerial and leadership functions more efficiently consistent with organization mission and objectives.	5
2	Assess leadership and HR strategies for competitive positioning of the firms.	5
3	Use knowledge and skills developed to add value to the firms in the UAE/MENA region.	5

Course Objectives (CO): Upon completion of this course, students should be able to:

1. **Identify** process of organization change.
2. **Evaluate** an effective change agent in an organization.

Course Learning Outcomes (CLO):

Upon completion of this course, students should be able to demonstrate the following outcomes:

1. **Identify** major types of large scale organizational change e.g. Strategic, Leadership, Cultural, Structural, ownership & commonalities among these changes.
2. **Discuss** how well these changes unfold, how well the changes were instituted, sources of resistance & how change agents were involved in the whole endeavor.
3. **Examine** the world of the change agent.
4. **Apply** these insights about Organization, Change to a "reality based simulation" (Experience Change)
5. **Evaluate** personal styles & strengths, change agents might bring to the change management experience.

Blooms Taxonomy

(The following levels of Bloom's taxonomy have been used while developing the above CLO)

Bloom's level	3.Application (AP)	4. Analysis (AN)	5. Synthesis (S)	6.Evaluation (E)
CLO #	1,4	2	3	5

CLO Mapping: This table maps CLO's to: CO

CLO	Linked to CO
1	1
2	1
3	2
4	2
5	2

CLO Assessment Scheme

CLO	Class Work (marks)		Final Exam (marks) 30%
	Case Assignment 35%	Group Project 35%	
1	10		6
2	10		6
3		10	6
4	15		6
5		15	6
Presentation		10	
Total	35	35	30

Each MBA course is assessed by a combination of class work (assignments/ quizzes, group work, simulations), and an examination. Class work constitutes 70% of the course grade and one examination at the end constitutes 30% of the course grade. Each course grade is distributed as under:

% Marks	Grade	Quality Points
> 95	A	4.0
90-94	A-	3.7
87-89	B+	3.5
83-86	B	3.0
80-82	B-	2.7
Below 80	F (Fail)	0

Case Assignment

The instructor will assign a set of 7 cases from different sources with adaptation to the UAE/GCC environment. One of these cases will be used as a class Simulation. Each student is expected to spend about 105 hours out-of-class time on readings, short-cases, and problem solving as follows:

Out-of-Class Time

Assignments and Cases	Approximate Out-of-Class Time
Short-Case # 1	7 hours
Short-Case # 2	8 hours
Short-Case # 3	7 hours
Short-Case # 4	7 hours
Short-Case # 5 (simulation)	8 hours
Short-Case # 6	8 hours
Short – Case # 7	8 hours
Group Projects	20 hours
Readings	32 hours

Teaching Methods:

Teaching methods used in this course are Interactive learning, lectures and Case studies, "Experience Change" simulation.

Use of Modern Instructional Technology: Moodle Learning Systems

Weekly/Daily Teaching Plan				
Day Week	Topic	Ch	Contents	Assignment / Readings
1	You say you want a revolution	Case 1	Merril Lynch: Evolution & Revolution; 1996-present.	R1, R2
2	Growth through organic & non-organic change	Case 2	Bold Strokes: Private Equity (PE) based organizational change. Growth through organic/ non-organic changes	R3
3	Change Agents in Action	Case 3	Leading Change from Below Conflict resolution	R4
4	Recipients of Change	Case 4	Keys to understanding & managing "recipients of Change" Knowing difference between "good" & "bad" resistance	R5 R6
5	Experiencing Change		Start "Change" Simulation. Understanding, implementation, plan & assumption "Cycle" of change	R7 R8
6	Assessing Change Leader style	Case 5	Continue simulation Conduct survey of Leader style for self assessment Key qualities needed to be "ready for change" and "ready to change"	R9 R10
7	Change process techniques	Case 6	Continue simulation Key ingredients to having an organization capacity for change	R10
8	Team presentations		Team reports on cases	
9	Team presentations		Team reports presentation on cases	
10	Simulation Applications	Case 7	Simulation report- presentation Individual causing the following: Explain Change Management Theory in Simulation Apply learning to real-world cases	Case 7
11	Simulation Application		Final Examination (Comprehensive)	

Educational Resources

Educational Resource	Description
Required Reading Online access available from Pro Quest / EBSCO	R1- Accelerating change for Competitive Advantage, Jick, <u>Organizational Dynamics</u> , (1992) R2- "Transforming Giants" <u>Harvard Business Review</u> , Jan 2008, Reprint R0801B R3- Online article from "Perform or Perish", <u>Business Week</u> , Nov 5, 2007 p 38-45 R4- Leading from Below- James Kelly and Scott Nadler <u>Wall Street Journal (WSJ)</u> , March 3-4, 2007 R5- Why LA Times can't keep an editor, <u>WSJ</u> , Jan 22, 2008. R6- Learning from those who resist change, Paul Michelman, <u>Harvard Management Update</u> , July 2007. R7- Managing the Cycle of Change (Kevin Craine) <u>The Information Management Journal</u> , Sep/Oct 2007. R8- What makes change happen? Lauren Keller Johnson, <u>Harvard Management Update</u> , Oct' 2007. R9- "Change is a Circus", <u>Fast Company</u> , Dec' 1999 R10- "A Survival Guide for Leaders" (Heifetz & Linsky) <u>Harvard Business Online</u> , Sep' 23 2007. R11- "Leading in Times of Change", Bunker and Wakefield, <u>Harvard Management Update</u> , May 2006.

Case	Activities	Questions
Case 1: Merrill Lynch: Evolution & Resolution, 1996- present	Read R1, R2 Read: a. "Komansky: An Old Retail Broker, Takes the World Stage", New York Times (NYT), Dec, 10, 1996 b. "Whatever Happened to Mother Merrill", NYT Aug 3, 2003 c. "Putting the muscle back in the bull" Fortune, April 5, 2004 d. "A risk takers" Reign ends with a swift mersy fall" Oct 29, 2007, NYT	1. How and Why did Komansky change Merrill Lynch? Was he successful and effective overall? 2. How and Why did O' Neal change Merrill Lynch? 3. How should Thain change Merrill Lynch? 4. What lessons do you take from the Merrill Lynch & story of the last decade?
Case 2: "Bold Strokes" private equity (PE) based organizational change	Read R3	1. What are the special features of Organizational change brought about in the aftermath of private equity ownership (e.g. Timeframe? Philosophy? Constituents? etc) 2. Does this make it easier or more difficult to implement and sustain change?
Case 3: Leading change team "Below"; Guest CFO from DIFC, NBD, CBD	Read R4	1. What impressed you about the Young Change Agents? What was humbling about the task of driving change from "below" 2. What impressed and/or depressed you about being a Middle Manager driving change, and being in the "middle of a change process"? 3. What questions do you have for our guests about driving change, but not from the "top"?
Case 4: The Recipients of Change	Read R5, R6	1. What is the key to understanding and managing "recipients of change"? 2. How do you know the difference between "good" and "bad" resistance? 3. Do you admire or criticize the LA Times editor who resisted change by quitting?
Case 5: Change experience (Simulation)	Read R7, R8	1. What was your underlying implementation plan and assumption? 2. What are tkey lessons about the "cycle" of change?
Case 6: Self Assessment of Change Leader Style	Read R9, R10	1. Complete self assessment survey: Change style indicator 2. What do your results indicate? 3. What are the key qualities needed to be "ready for change" and "ready to change"?
Case 7: Advanced change process Techniques- Communication, Project Management, Cultural symbols	Read R10	What are key ingredients for having an organizational capacity for change?