
SYLLABUS

Date/ Revision April 10, 2017
Faculty Business and Social Sciences
Approval Dean of the Faculty of Business & Social Sciences

SUBJECT : CHANGE MANAGEMENT

1. Identification of Subject:

Name of Subject : Change Management
Code of Subject : CHMG-2000
SKS / ECTS : 3 SKS
Semester : 4/5/6
Study Program : B-AVM/B-IBA/B-MGT
Lecturer : Zairil, MM, Ir. Invanos Tertiana, MBA & Dr. Samuel Prasetya

2. Competency

After having the course, students are expected to:

- a) Describe in general terms a number of change management theories and how they might apply in practice.
- b) Articulate what change management is and why it is important in the contemporary business environment.
- c) Discriminate between different types of change process for different purposes and outcomes.
- d) Explain how to effectively manage the human aspects of change such as employee engagement in the change process and how to reduce employee resistance to change.
- e) Highlight particular external issues impacting on a businesses' need to change.
- f) Identify the steps in putting together an effective change management plan.
- g) Apply critical thinking and problem solving skills to the analysis and resolution of change problems as presented in case studies.

3. Description of Subject:

The course teaches relevant, practical and applicable change management skills to equip students to proactively engage with change processes in the workplace. Improve the student's self-confidence to use change management tools and models to design appropriate change plans for their workplace. Introduce contemporary theory and practice in modern change management processes and the range of tools and methods available to address change challenges and problems.

4. Learning Approach

Approach : Combination of expository - inquiry and collaborative
Method : Discussions, questions/answers, sample problems/cases
Student Task : Quizzes and group projects
Media : LCD projector

5. Evaluation

- a) Non-attendance maximum : 25%
 b) Homework/Projects : 20 points
 c) Presentation, Simulation : 10 points
 d) Quiz : 10 points
 e) Final Examination : 60 points
 Total : 100 points

6. Contents/Topics of Lecturing:

Week	Content / Topics of Lecturing	Text Book Chapter	Remark
1	Introduction to change concepts <ul style="list-style-type: none"> Understanding behavior change challenges Ego defences and creating change Deutchman's 3R Change Model 	Chapter 1	
2	Strategic renewal: incremental and transformational <ul style="list-style-type: none"> Effecting change at Grand Union Employee behavior Triggers for change 	Chapter 2	
3	Kurt Lewin and organizational change <ul style="list-style-type: none"> Organizational development and effectiveness Resistance to change Organizational diagnosis 	Chapter 3	
4	Organizational dialogue and organizational silence <ul style="list-style-type: none"> Communicating change to stakeholders Communications strategy and measures of justice Communicating bad news to stakeholders 	Chapter 4	Quiz 1 Draft 1
5	Managing personal transitions <ul style="list-style-type: none"> The Social Readjustment Ratings Scale Change Transition Model Stages of psychological reaction to change 	Chapter 5	
6	Facilitating employee change transitions <ul style="list-style-type: none"> 5 change intervention styles Effective helping behaviors Orbit Newspapers case review 	Chapter 6	
7	Review	Chapter 1-6	Quiz 2 Draft 2
8	Semester Break: Only Make-Up Classes		
9	Economic and OD transformation strategies <ul style="list-style-type: none"> Change at the BBC Beer's combined OD/Economic strategy Overcoming executive resistance to OD change strategies 	Chapter 7	

Week	Content / Topics of Lecturing	Text Book Chapter	Remark
10	Planning for change implementation <ul style="list-style-type: none"> • Appointing a transition manager • Identifying what must be done • Develop an implementation plan 	Chapter 8	
11	Using multiple leverage points to effect change <ul style="list-style-type: none"> • Scheduling change activities • Rewarding transition behaviors • Developing feedback mechanisms 	Chapter 9	
12	Chronological theory of change intervention approaches <ul style="list-style-type: none"> • Issue-focused approach to change intervention • Human Resource and Human Process interventions • Technostructural and Economic interventions 	Chapter 10	Quiz 3 Draft 3
13	Selecting appropriate interventions <ul style="list-style-type: none"> • Identifying diagnosed issue, level and depth of change • Applied models for intervening • Time and efficacy constraints on change interventions 	Chapter 11	
14	Collective learning <ul style="list-style-type: none"> • Knowledge transfer • Intra and Inter organizational learning barriers • Action Research at Google and Xerox 	Chapter 12	
15	Sustainability: making change last <ul style="list-style-type: none"> • Force Field Theory and helping change stick • 10 barriers and 10 solutions to sustainability at the NHS • Spreading change across the business • Putting it all together: Case review 	Chapter 13	Quiz 4 Draft 4
16	Semester Break: Only Make-Up Classes		
17	Final Examination	All Chapters (1-13)	

7. Book Reference:

- B. Spector, Implementing Organizational Change, 13rd Edition, Pearson Prentice Hall
- Various journal articles