Module Description

“The secret of change is to focus your energy not on fighting the old, but on building the new.”

Socrates

All of us have experienced change in our lives. Change is often regarded with mixed feelings of excitement, fear and uncertainty. As an MBA graduate, there will be many instances in which you will be a participant and observer of organisational change. At other times, you will have the opportunity and responsibility of leading and managing change in organisations. How does one do so smoothly, surely and successfully? This course aims to prepare you for such opportunities.

“Precisely because change is a constant, the foundations have to be extra strong.”

Peter Drucker

This course is organized around these major questions:

- Why is organisational change so difficult?
- How can I lead and manage change in organisations?
- What tools and processes can I use to manage change?
• When and how should these tools be used and what are the strengths and drawbacks of each?
• Why do some change efforts fail? Why do others succeed?
• How do we handle with finesse the dual roles of change leader and change recipient?
• How can we discharge our change responsibilities effectively and well?

Learning Outcomes

By the end of this module, you will:

• Understand how planned change in organisations can be managed, and the methods for achieving smooth, sure, successful organisational change
• Be able to critique and learn from cases of organisational change
• Be able to make effective proposals for leading and managing various kinds of planned changes in organisations

13-Week Module Outline

1. The Case for Change
2. State of Play of Change Management in Organisations Today
3. Critical Success Factors for Change
4. Leadership & Change – Roles Leaders Play
5. Resistance & Barriers to Change
6. Organisational Culture – Barrier of Change & Target of Change
7. Attributes & Competencies of a Successful Change Leader / Agent
8. Working within Teams towards Change
9. Working across Groups for Change
10. Setting Goals to Achieve Change
11. Organisational & Leadership Portraits of Companies Successful in Navigating Change
12. Learning from Each Other – Group Presentations Part 1
13. Learning from Each Other – Group Presentations Part 2

Mr Peter Ong
Module Readings

To gain different perspectives on change, the readings for this module will include thought-provoking and useful academic and professional articles from journals and books, plus various case studies and exercises.

The readings are meant to provide you with theories and frameworks of change, suggested approaches to change, illustrative cases and experience-based reflections on change-related topics. Cases, exercises and readings for each week will be delivered via IVLE 1-2 weeks before class. Students are expected to study them and form a point of view on the topics-at-hand before class starts.

Topic: The Case for Change (Week 1)

Required Readings:


Topic: State of Play of Change Management in Organisations Today (Week 2)

Required Readings:

- Clayton M Christensen, Michael Raynor and Rory McDonald. HBR December 2015. What is Disruptive Innovation?

**Topic: Critical Success Factors for Change (Week 3)**

**Required Readings:**

- Angela Ahrendts. HBR January-February 2013. Burberry’s CEO on Turning an Aging British Icon into a Global Luxury Brand.

**Very Special Guest for Week 3: Ms Chong Siak Ching, CEO, National Gallery**

**Topic: Leadership & Change – Roles Leaders Play (Week 4)**

**Required Readings:**


**Topic: Resistance & Barriers to Change (Week 5)**

**Required Readings:**

- Michael Beer, Russell A. Eisenstat and Bert Spector. HBR November-
December 1990. Why Change Programs Don’t Produce Change.

**Topic: Organisational Culture – Barrier of Change & Target of Change (Week 6)**

**Required Readings:**

  o Amy J C Cuddy, Matthew Kohut and John Neffinger. HBR July-August 2013. Connect, Then Lead.

**Very Special Guest for Week 6:**
*Mr Jan van den Berg, President Asia, Pramerica Financial Asia*

**Topic: Attributes & Competencies of a Successful Change Leader/Agent (Week 7)**

**Required Readings:**

  o Vinod Kumar. HQ Asia, Issue 9, 2015. Lessons in Leadership from Tata (Parts 1 & 2).

Mr Peter Ong
Topic: Working within Teams towards Change (Week 8)

Required Readings:

- Amy C Edmondson. HBR April 2012. Teamwork on the Fly.

Topic: Working across Groups for Change (Week 9)

Required Readings:


Very Special Guest for Week 9: Mr Jerry Ng, President Director, BTPN

Topic: Setting Goals to Achieve Change (Week 10)

Required Readings:


Mr Peter Ong
Management by Commitments.

**Topic:** Organisational & Leadership Portraits of Companies Successful in Navigating Change (Week 11)

**Required Readings:**

  o Doug Devos. HBR April 2013. Amway’s President on Reinventing the Business to Succeed in China.
  o Jeffrey H Dyer, Hal B Gregersen and Clayton M Christensen. HBR December 2009. The Innovator’s DNA.

**Topic:** Learning from Each Other – Group Presentations Parts 1 & 2 (Weeks 12 & 13)

**Required Readings:**

  o None

**Your Responsibilities**

- Each change incident can make you better able to meet the next one, if you learn from it. Using this same principle, this module takes an experiential approach. In terms of role and identity, you will have to go beyond that of a MBA student. You will have to assume the role of a change leader/agent/recipient and think and act accordingly.

- To glean and learn the most from this module, you should:
  o Be well prepared for all classes, having completed the readings &
assignments
  o Be responsible for participating actively in class, in all class and case
discussions, critiques and debates
  o Be willing to question, think critically & creatively, and to listen and
learn (with an open mind) from others

• Outside of classes, my main mode of communication with the class will
be via IVLE and email. It will be your responsibility to check your NUS
mailbox regularly, and to read announcements, updates and materials
posted to IVLE.

• Many of the sessions will include group exercises as part of the learning
process. As such, you have a responsibility to your group to be fully
prepared for the exercise and to show up for class to play your part.

The success of this module relies heavily on all of us creating a supportive and safe
environment. Therefore, you are encouraged to listen carefully to each other and
to articulate your own perspectives in a civil and respectful manner. Your active
participation and open sharing is essential. You will learn through interaction with
your classmates in and outside the classroom, while working alone and while
working on projects in teams with members coming from different backgrounds.
This way of learning not only provides you with opportunities to build confidence
and sharpen your skills, but also helps you to get to know one another well, and
build life-long relationships.

Grading Components – for 13-week MBA Students

Your overall grade will depend on three components.

Individual-based course work
  • Engaged Participation & Regular Attendance 30%
  • Response Paper 35%

Team-based course work
  • Group Project & Presentation 35%
Peer Review

At the end of the semester, you will be asked to do a peer review of members of your project group. You will also review the other teams’ project presentations. Although in general, all team members will receive the same grade for team-based coursework, the instructor reserves the right to change individual grades on team work based on an individual’s direct teamwork contribution.

Grading Components – for 6-week MBA Exchange Students

Your overall grade will depend on three components.

Individual-based course work

- Engaged Participation & Regular Attendance 30%
- Response Paper 35%
- Mini Case Study Write-Up 35%

Academic Honesty & Plagiarism

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is ‘the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.
Additional guidance is available at: 
http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct

Online Module on Plagiarism: http://emodule.nus.edu.sg/ac/

**In Conclusion**

Thank you for selecting BMA5405 Managing Change. I wish you much engaged learning & participation. Do enjoy this 13-week elective!