## BHR 3104 MANAGEMENT OF CHANGE

**Short Description**

The course examines the notion  of  organizational renewal  and  considers the  consequences of change in terms of  the  volume,  momentum,  and  complexity  that  it  may  mean  for  human behaviour  in  organisations  and  the  human  resource  practices  that  support  them. Emphasis is put on  what  causes  organisations  to  change,  the  important  role  of change  agents  and  change leaders  in  successful  change  programs,  and  develop strategies  to  minimise  resistance  and build commitment  to  the  change  program.  Emphasis is placed on sustaining change by building organisational capability involving human resource and organisational practices and processes which have the potential to sustain the organisation's ability to achieve continuous adaptation.

**Course Objectives:**

* To examine the role of the renewal process in the management of organisations and managing change.
* To examine the ways in which organisational change can be sustained within the complexity of changing human and organisational systems.
* To learn tools, techniques, and practices necessary to develop a learning organization.

**Learning Outcomes:**

Upon successful completion of this course the students should be able to:

1. Have a  working  understanding  of  the  prominent  theories,  models,  and  empirical  research  related  to  organisational  change/transformation;

2. Take a critical perspective and draw lessons from the theory and practice of innovation and change.

3. Explore the creative and innovative ways to influence the nature and processes of organisational change.

4. Analyse the technological, administrative and process innovation as well as contemporary techniques and procedures used to initiate, plan and implement change.   
5. Apply best practice and theory to support organisational learning and enable competitiveness.

**Intellectual, practical and transferable skills**

* Problem solving skills
* Analytical
* Team work
* Communication

**Teaching and learning Pattern**

The method shall comprise lectures, collaborative work, independent study, and problem-based learning.

**Indicative content:**

Key topics include: change management theory; Sources of Change (external & internal); Types of Change (Planned and Emergent); the Change Process (Communication, Vision); Resistance to change Power, Politics and Change; organisational Culture and Change; Leading Change and Change Agents; features of organisation design; types and phases of change; nonlinear dynamics; managerial and organisational cognition; interpretative systems and sense-making; techniques for process change, (eg. TQM, business processes); the role of entrepreneurship, creativity, leadership and managerialism; organizational learning, development and change

**Assessment Method**

The assessment method is structured to include coursework and final examination. Coursework consists of assignments, presentations and tests.

Course work assessment 30%

Final Examination 70%

100%

The minimum mark required to pass is 50%, this includes course work and final examination. Each course in the programme is allowed a maximum of three hours for final examination

**Indicatives Sources**

1. Center for Chemical Process Safety (CCPS) (2008)[Guidelines for the Management of Change for Process Safety](http://www.amazon.com/Guidelines-Management-Change-Process-Safety/dp/0470043091/ref=sr_1_1?ie=UTF8&s=books&qid=1248611406&sr=1-1)
2. Jeffrey Hiatt and Timothy Creasey (2003)[Change Management](http://www.amazon.com/Change-Management-Jeffrey-Hiatt/dp/1930885180/ref=sr_1_2?ie=UTF8&s=books&qid=1248611406&sr=1-2)
3. Kate Nelson and Stacy Aaron (2005)[The Change Management Pocket Guide](http://www.amazon.com/Change-Management-Pocket-Guide/dp/0976735903/ref=sr_1_3?ie=UTF8&s=books&qid=1248611406&sr=1-3)
4. Esther Cameron and Mike Green (2009)[Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change](http://www.amazon.com/Making-Sense-Change-Management-Organizational/dp/0749453109/ref=sr_1_5?ie=UTF8&s=books&qid=1248611406&sr=1-5)

Robert C. Benfari (1999)[Understanding and Changing Your Management Style (Jossey-Bass Business/Management Series)](http://www.amazon.com/Understanding-Changing-Management-Jossey-Bass-Business/dp/0787908584/ref=sr_1_7?ie=UTF8&s=books&qid=1248611406&sr=1-7)