

DISCLAIMER: This course outline is only a sample and is subject to change. Course materials, assignments, dates, and weighting will vary depending on delivery format and instructor.

Territory Acknowledgement

We acknowledge and respect the ləkʷəŋən peoples on whose traditional territory the university stands and the Songhees, Esquimalt and WSÁNEĆ peoples whose historical relationships with the land continue to this day.

Change Management

BMBA380

Course Description

Change management is about motivating and managing behaviors, business controls and the work environment in order to introduce, stabilize and normalize changes that are necessary to implement organizational strategies. It addresses the emotional, situational, and contextual requirements of the change process. The focus of this leader-centered course is on understanding employee response and readiness, and the requirements to manage a change plan.

Learning Outcomes

- Through learning, sharing and practice, students will be able to:
- Understand and anticipate change readiness and the stages of the change process
- Monitor and align change initiatives with employee readiness
- Modify and target communications to increase understanding and acceptance
- Adapt management practises to address and move through the stages of change
- Employ motivational techniques and business controls to maintain focus and drive through periods of ambiguity
- Foster change resilience and employ pre-emptive stress management techniques
- Recognize and address resistance to mitigate effects on progress

Resources

TEXT: Change Management Handbook 2021 Edition (required)

NOTE: Available through the [Uvic Bookstore](#)

Teaching Format and Delivery

Instructional techniques will include lectures, class discussion, case studies, role plays and group work. Together we will explore the impacts of change on people, on systems and on organizations and we will develop situational strategies to manage the change process.

Schedule

Week	Weekly Topics and Readings: Pre-reading before the lecture is recommended.
Weeks 1-3 Unit 1: Job Centered Change	Week 1: Drivers of Change <ul style="list-style-type: none"> • Chapter 1: Drivers of Change • Introduction and overview • Drivers of Change / Change planning Week 2: Chapter 2 <ul style="list-style-type: none"> • Types of Change Week 3: Change Management Theory <ul style="list-style-type: none"> • Chapter 2: Change Management Theories • Bridges Transition Model • Lewin's 3 Stage Model • Kotter's 8-Step Change Model • Understanding the Kubler-Ross Change Curve
Weeks 4-5 Unit 2: People Centered Change	Week 4: The Normalization Process <ul style="list-style-type: none"> • Chapter 3: The Normalization Process • The S.C.A.R.F. Model by David Rock Week 5: Assessing Readiness for Change <ul style="list-style-type: none"> • Chapter 4: Assessing Readiness
Week 6	<ul style="list-style-type: none"> • Exam: Units 1 and 2 Multiple Choice, True or False and Short Answer
Week 7	<ul style="list-style-type: none"> • Case Study Assigned • Movie: Remember the Titans (Disney) • Due Week 11 at start of class

<p>Weeks 8-12 Unit 3: Leader Centered Change</p>	<p>Week 8: Implementing Change and Setting Pace</p> <ul style="list-style-type: none"> • Chapter 5: Implementing Change • Chapter 6: Setting Pace <p>Week 9: Leading Change</p> <ul style="list-style-type: none"> • Chapter 7: Leading Change • The Four Leadership Styles of Situational Leadership by The Center for Leadership Studies <p>Week 10: Communication</p> <ul style="list-style-type: none"> • Chapter 8: Communicating Change <p>Week 11: Motivation, Stress Management & Symbolism</p> <ul style="list-style-type: none"> • Chapter 9: Motivating Change • Chapter 10: Managing Stress • Chapter 11: Using Symbolism • CASE STUDY DUE <p>Week 12: Symbolism, Learning, Anchored Resistance</p> <ul style="list-style-type: none"> • Chapter 12: Training and Learning • Chapter 13: Addressing Anchored Resistance
<p>Week 13</p>	<p>Exam: Unit 3 Multiple Choice, True or False, Matching and Short Answer</p>

Evaluation

In-Class Contribution	15%
Classroom Case Study	35%
Units 1 and 2 Exam	25%
Unit 3 Exam	<u>25%</u>
Total	100%

Assignments

Individual In-class Contribution

Your contribution will be measured according to the degree and merit of individual participation. Although all graded assignments will be individual efforts, there will be a variety of in-class exercises and group activities requiring active involvement and peer support. Punctuality and regular attendance are important considerations in this evaluation category.

Case Study

Case study analysis and assignment.

Exams

Multiple choice, true or false, matching, and short answer