THE CYPRUS INTERNATIONAL INSTITUTE OF MANAGEMENT
COURSE UNIT DESCRIPTION

Course Unit Title	Leading & Managing Change	
Course Unit Code	HR550	
Type of Unit	Core	
Level of Course Unit	Second cycle	
Year of Study	First / Second year	
Semester	On Demand	
Number of ECTS Credits	3 ECTS	
Class Contact Hours	**14**	
Minimum Learning Effort (In Hours)	**56**	
Course Unit Objectives	The significance of organizational change is self-evident in times when a large percentage of change projects have failed to deliver the desired outcomes and the business environment becomes more and more continuously changing and unpredictable. If anything, organizations can expect to face the need for even more change in the future, at an ever-increasing pace. This course offers to participants the opportunity to expose themselves to the latest thinking and practice in the management of change, and its main objective is to provide them with practical knowledge and advice to enhance their ability to help themselves, their people, and organizations to manage effectively corporate change.	
Learning Outcomes	The students completing the course should be able to	
	CILO 1	Understand, analyze and assess analyze the key factors that influence the success/failure of change management projects.
	CILO 2	Describe and critically evaluate the main models/strategies for introducing and implementing planned organizational change successfully.
	CILO 3	Understand and analyze the drivers of "resistance to change" and identify appropriate strategies and techniques to help people through corporate change.
	CILO 4	Identify and evaluate the elements that contribute to the design of adaptive organizations.
Name of Lecturer(s)	Dr. Dionysis Dionysiou	
Mode of delivery	Face to Face	
Prerequisites or corequisites	None	
Course Content	Overview: ▪ Why do change programs fail?	CILO 1
	Change as a planned intervention ▪ How to introduce and implement change successfully : The 3-step model of change ▪ Resistance to Change: Common sources of resistance and strategies to deal with resistance effectively	CILO 1, 2, 3
	Leading transformational change: ▪ Management vs. Leadership ▪ Eight steps to successfully transform organizations ▪ "Calculating" the prospects of successful implementation of change.	CILO 1, 2, 3
	Why do change programs fail? The human factor ▪ Helping people through transition: What do people need during change? ▪ The impact of change on individuals: common reactions	CILO 2, 3

	and how to deal successfully with them	
	▪ Organizations and adaptability: Elements of adaptive organizations	CILO 1, 4
Recommended or required reading	Students will find on moodle the lecture notes of the class as well as a collection of influential research and practice-oriented articles that cover mainstream thinking and the latest developments in the field. Suggested readings: a. Bridges, W. 1986. Managing organizational transitions. Organizational Dynamics, 15: 24-33. b. Burnes, B. 2004. Kurt Lewin and the planned approach to change: a re-appraisal. Journal of Management Studies, 41: 977-1002. c. Ford, J. D., & Ford, L. W. 2009. Decoding resistance to change. Harvard Business Review, 87: 99-103. d. Kotter, J. 2007. Leading Change: Why transformation efforts fail. Harvard Business Review, 85:96-103. e. McShane, S. & Von Glinow, M. 2010. Organizational Behavior: Emerging Realities for the workplace revolution (5th edition). NY: McGraw-Hill. (CHAPTER 15 only).	
Planned learning activities and teaching methods	Teaching and learning methods for this course will include: • Face-to-face lectures delivered through PowerPoint Presentations • In-class short assignments (focused on problem solving) • In-class debates and discussion (focused on examples, problems and short case studies, as well as video cases) • Moodle	
Assessment methods and criteria	Assessment will be based on 10% class discussion and participation in group exercises assignments and 90% on an examination at the end of the course.	
Language of Instruction	English	
Work Placement(s)	Not applicable	