

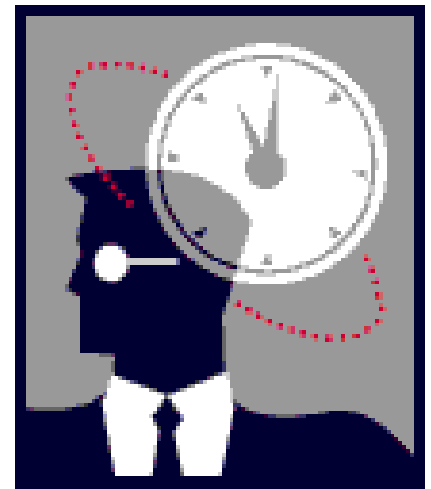
MBA Change modules 2021

1: Overview
Mike Davies

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Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David



Welcome MBA students



You are studying either:



MBA - Change &
Stability
Management



Or



MBA Tourism
Management –



Managing Change
within Tourism
Organisations

Today's objectives

- Introduce ourselves & the modules
- Module handbooks
- Class schedule
- Assignment brief
- Key themes introduced





Module Tutors

Mike Davies &
Dr Shehla Khan



Weekly Lectures on
Wednesdays 10am-1pm
& Tutorials on selected
Thursdays 2pm

Teaching is via Microsoft
Teams

Key resources will be
posted on Moodle

Class Schedule

Lecture dates	Tutorial dates		Topics
07-Apr			Directed Learning
14-Apr		MD	Module overview What is change? What is change management? Attitudes and obstacles to change Assignment introduced
21-Apr	22/4	SK	Approaches to Change & Critical Perspectives Types of Change; individual Change
28-Apr	29/4	MD	Power and Politics, Planned V Emergent change; Hard and Soft Change Systems
5-May		SK	Resistance to change Organisational Culture & Structure
12-May	13/6	MD	Key Change Management Theories
19-May		MD/ SK	Individual Presentations
26-May	27/5	SK	Leading Change The human impact of change The Change agent
02-Jun	3/6	MD/SK	The real world of change Corporate restructuring; mergers and acquisitions
09-Jun		MD/SK	Report advice clinic – review Drafts

Module Handbook

- Key resource for the module
- Available on moodle – please read carefully
- Includes details of the assessments, class schedule and reading lists.



Key Texts

Essential	Cameron, E. & Green, M. (2015), Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organisational Change, 4 th edition, London: Kogan Page	☒
Further	Hayes, J. (2018), The Theory and Practice of Change Management, 5th edition, Basingstoke: Palgrave Macmillan	☒
Further	Burnes, B. (2017), Managing Change, 7th edition, Harlow: Pearson	☒



Online library E-books



Change or Stability?





AVIRUS

COVID-19 VACCINE
BREAKTHROUGH

Change or Stability?

Tutorial support

Whole class tutorials
(selected Thursdays)

You are in Group A or B for
individual support

Contact your group tutor in
the first instance

Groups are listed on moodle
– please check there

HUANG	GUOXIN	Kiibi	Mohammed
LI	MINGYUE	RICHARD	BEECHER
LI	XUAN	SARAH	HILLAM
LIU	DI	CONNOR	ROSSITER
SONG	AODONG	RHODRI	STRANAGHAN
UROMBO	LIZAH MGBUGBOAWAJI	STEFFAN	TREHARNE
JING	NA	Rogers	Eifion
GARCIA SARMIENTO	JOSE FELIX	Jones	Lee
OSBORNE	SAMUEL	Mugabe	Stella
LOCKLEY	SAMUEL	Rees	Sion
SBEITAN	OBAIDAH		
BEGUM	SHELINA		
Hickinbottom	Susan		
Du	Zenghui		
Debabneh	Maher		

Group A (Mike)

Group B (Shehla)

KUMAR	AJAY
DONG	XULIN
LUO	FANBING
LI	SHIQI
XINA	CHUCHENGSAANGMU
HU	SIYUAN
ZHANG	LUYAO
XIANG	SIQI
WINKLEY	SAMANTHA
REYNOLDS	REBECCA
JAMES-DEANE	CAITLIN
KARIM	SANIYA
hai	shuoyan
huang	xiao
LU	XINGHONG

Ali	Jorma
Alkargholi	Zeinelabedeen
Williams	Kirsty
Grant	Megan
ANDRIKOPOULOS	ANASTASIOS
JALLOW	SHEIKH AHMAD TIJAN
PRASHAR	SHILPA
SAYEED	MOHAMMAD MANSURUL AMIN
SINGH	TARWINDER
Modem	Shiva

Have you
completed
the pre-
work?

File on moodle resources
section dated 7 April

Some key exercises to
prepare for this module

Complete and post to the
reflective logs on moodle

Students are split into
two groups: A & B

Introductions

Who you are

Where you're from

Your hidden talent/skill

A little known fact
about you

Two likes, Two dislikes

Who do you most admire
and why?

Do you like change?

What would you most
like to change?



Introductions: Do you like change?

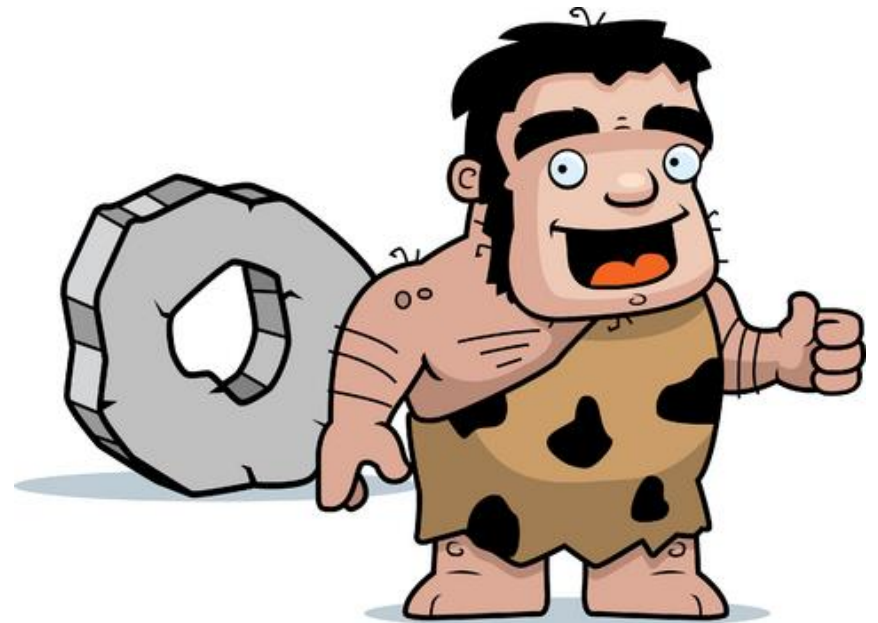
You

Me



Them.....?

- https://youtu.be/6O6jbZ_fdrY?list=PL8S43Q4MV8rd9iEONrAqZSh1-APZ521T



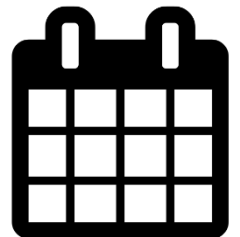
Key dates

Assessment dates in module handbook

2 assessments:

Scoping Presentation – 19 May

Final Report – 13 June



Module outline

<https://youtu.be/gmoDpj1jtyA>

Expectations?



Our expectations of you

- Attend regularly/catch up via Teams & Moodle
- Observe Teams etiquette:
 - microphone off (unless invited to comment)
 - use your hand if you wish to contribute
 - be ready to contribute when asked
- Respect everyone's opinions
- Challenge your understanding by completing the tasks set
- Be curious level 7 students and master the subject of managing change
- Keep up to date
- Research widely using credible academic sources



Activity: You and change



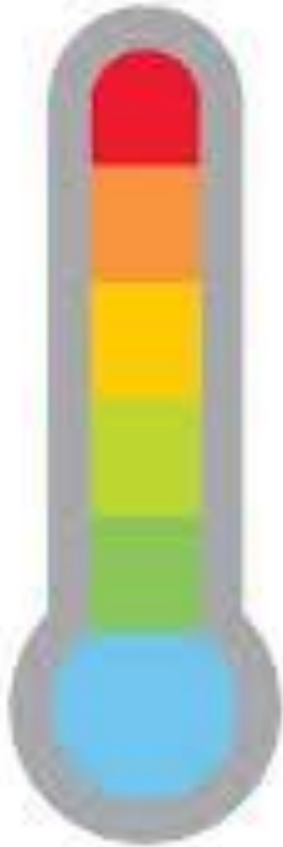
- Type of organisation/situation
- What was specifically changed?
- Why?
- Who decided to change things?
- Has there been much change recently?
- How was the change communicated?
- Scale and scope?
- Too Quick/slow/just right?
- Who led it & how well?
- Who managed it and how well?
- What was the outcome?
- Who influenced the outcome?
- What influenced it?
- Did it work? How was it measured?
- What did you learn from the experience?
- What would you change next time around?

Module overview – select a case study to.....



1. Identify the nature and scope of change
2. Discuss the forces favouring change and the targets of change in contemporary organisations
3. Identify the change strategies used by managers
4. Explain why people resist change and describe strategies to overcome resistance

Assignment Case



**Dewis
doeth
Choose
well**

Pre-work

- Compile a shortlist of three possible case study organisations for this module



The sharing economy



Activity (10mins):

Identify a relevant organisation in the news currently experiencing organisational change

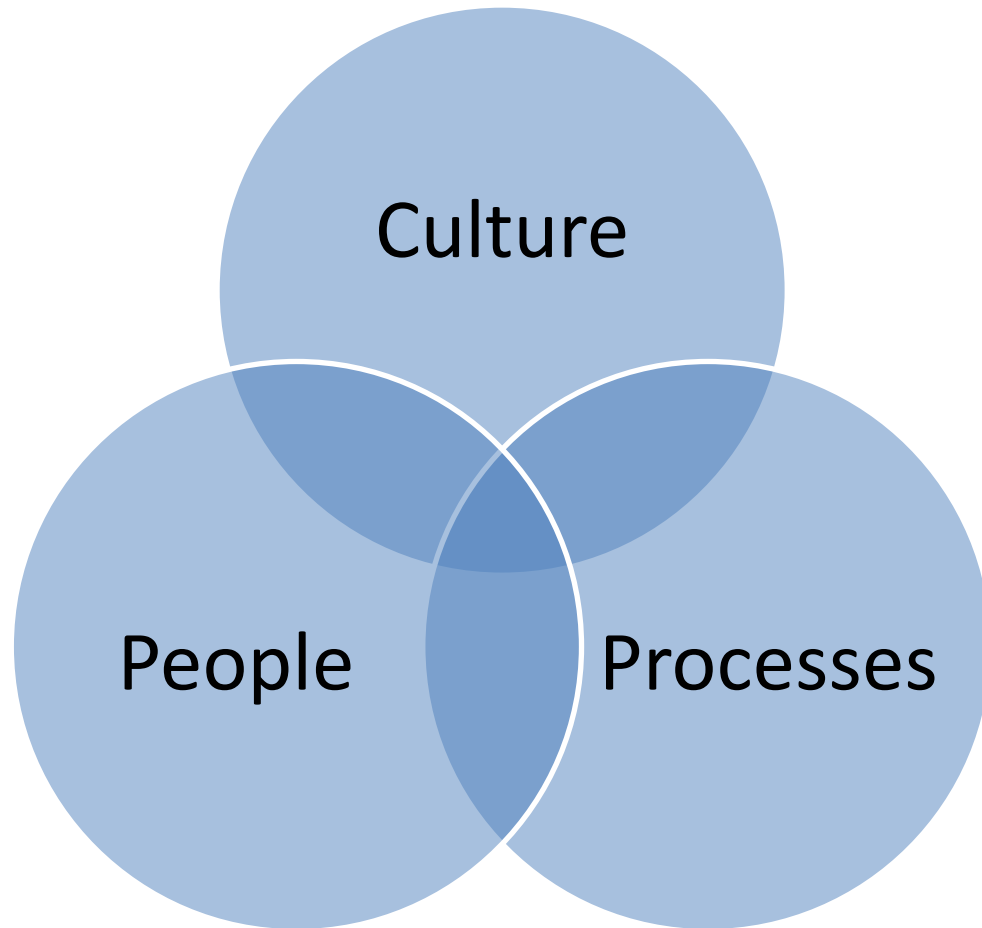
What's happening?

Why is it happening?

What do you think about it?



Aspects of Change



Typology of Change (Hodges & Gill, 2015)

How it happens - Planned - Emergent - contingency	Magnitude - Incremental - Transformational - Punctuated equilibrium
Focus -Strategic -Operational	Level - Individual - Team - Organisation

True or False?



- People have a natural resistance to change
- People get bored with routine and seek out new experiences
- Older people are more resistant to change

Is it bad news from start?



- 70% of change programmes fail - Beer & Nohria (2009)
- People have a natural resistance to change – Kotter& Schlesinger (2009)
- Implementing reengineering programmes
- Do not obtain the expected return on quality improvements
- Customer service programmes do not result in benefits for customers
- Do not realise expected benefits from implementing technology initiatives

A Definition of Organisational Change

A process in which an organisation shifts from being in one state to being in another state

(Ford and Ford 1995)

Frank and Ernest

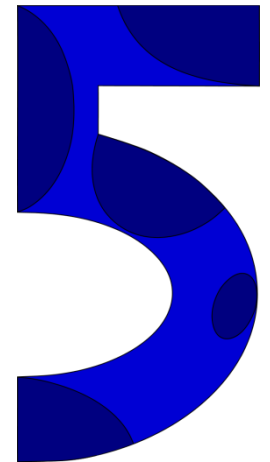


Activity:

What triggers organisational change?

- External Factors
- Internal Factors

Work with a partner to identify your top 5 for each



Activity: What triggers change?

External factors:

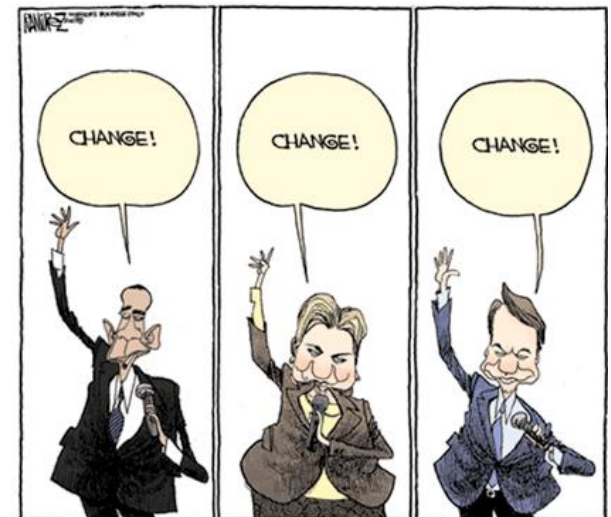
- Economic trading conditions, home and abroad
- New technology
- Changed customer tastes/needs
- Competitor activity
- Mergers/acquisitions
- Legislation/govt policy
- Changes in local, national and world politics
- Changes in social and cultural values



What triggers change?

Internal factors:

- new products/services
- Revised responsibilities
- Poor performance
- Innovations in processes
- Poor morale/ stress/staff turnover
- New ideas about customer service
- New boss/team
- Lack of skills
- Relocation



The nature of organisational change

- Change is a pervasive influence. It is an inescapable part of both social and organisational life.
- Organisational change can be:
 - Reactive or proactive
 - Deliberately initiated by management
 - Evolve slowly over time
 - Imposed by changes in policy
 - Result from environmental pressures



Turbulence



Environmental change: Brexit



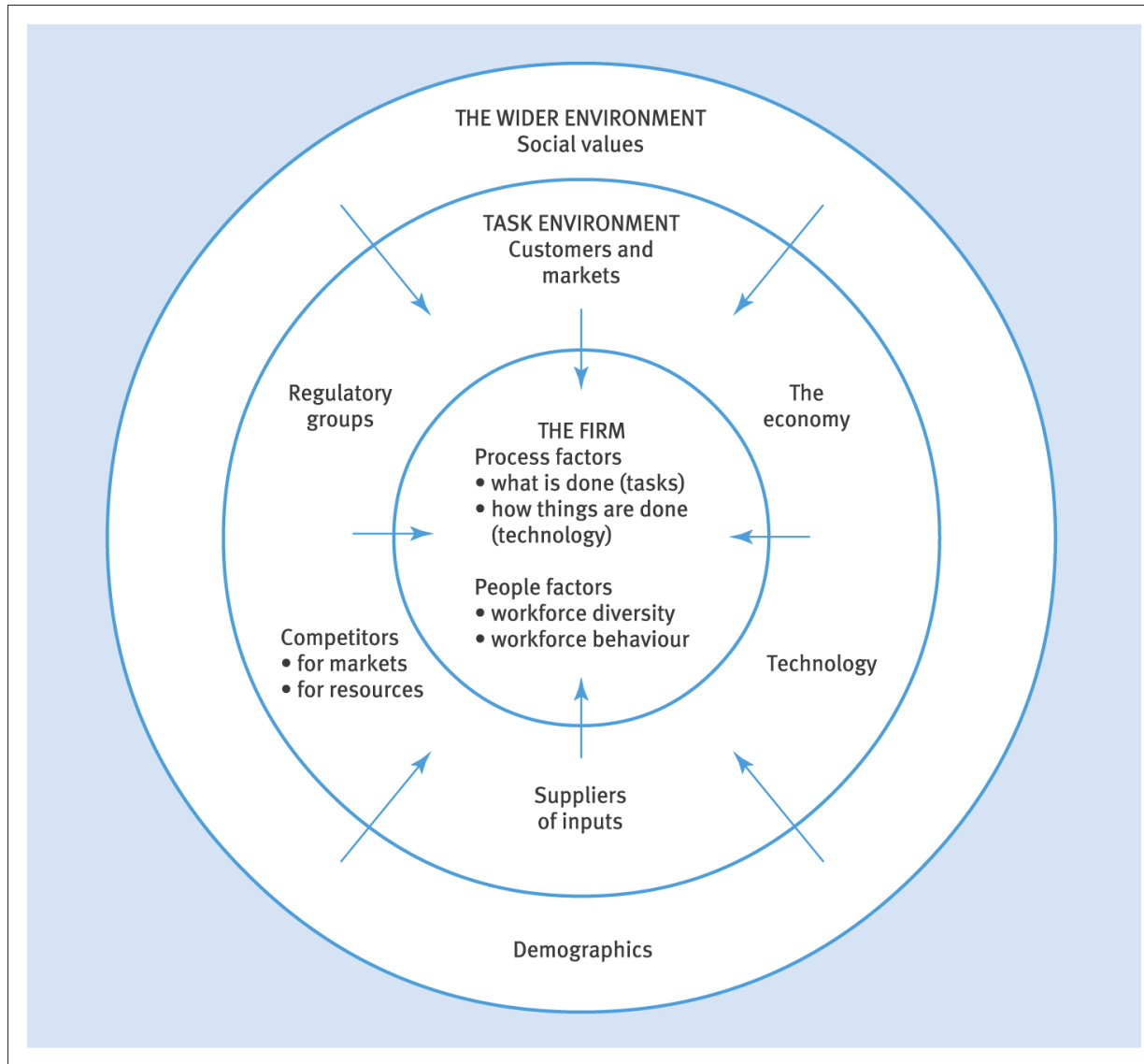


Figure 21.2 Triggers to change in organisations

Task: Brexit

What has changed?

How are we & organisations being affected?



-
- **Next: 21 April**
 - **Approaches to Change:**
 - **Critical Perspectives**
 - **Types of Change**
 - **Individual Change**
 - **Tutorial 22 April**

