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

Change & Stability Management

Module Overview

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Welcome MBA/MTour students

Introductions – work with someone you don't know and discuss:

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?

Today’s objectives

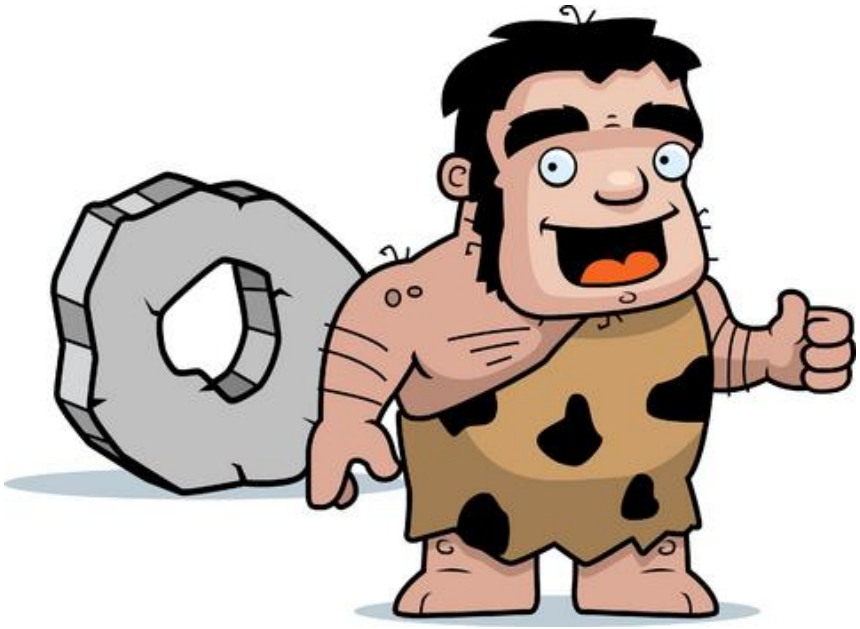
- Introduce ourselves & the modules
- Module handbooks
- Class schedule
- Assignment brief
- Key themes introduced

Introductions:
Do you like change?

You Me

Them…..?

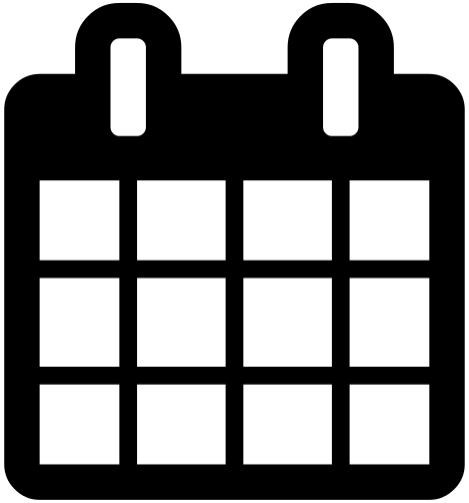
- https://youtu.be/6O6jbZ_fdrY?list=PL8S43Q4MV8rd9iEONrAqZSh1-_APZ521T



Schedule of classes & key dates

Tuesdays 9.30-12.30

Assessment dates in module handbook



Module outline

https://youtu.be/gmoDpj1jtyA

Expectations?

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 learning outcomes – TSSBAT:

Analyse critically theoretical perspectives and approaches to change management and demonstrate practical application of such, in a variety of organisational environments.

Critique professional activity with regard to systems for sustaining organisational effectiveness through dimensions of culture, structure, leadership, power and politics.

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

The sharing economy

airbnb

Activity (20mins):

Identify a relevant organisation in the news currently experiencing organisational change

What's happening?

Why is it happening?

What do you think about it?

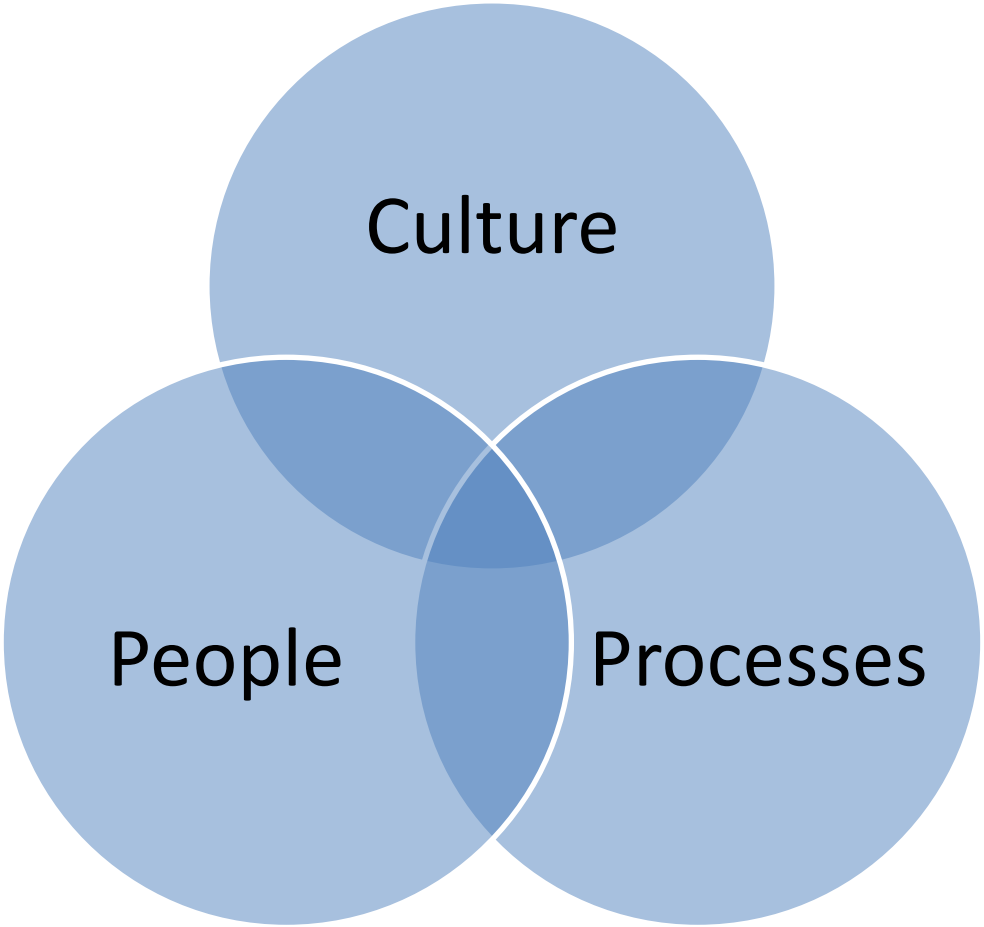
Assignment Case

Dewis doeth Choose well

UBER

airbnb

Aspects of Change



Typology of Change (Hodges & Gill, 2015)

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

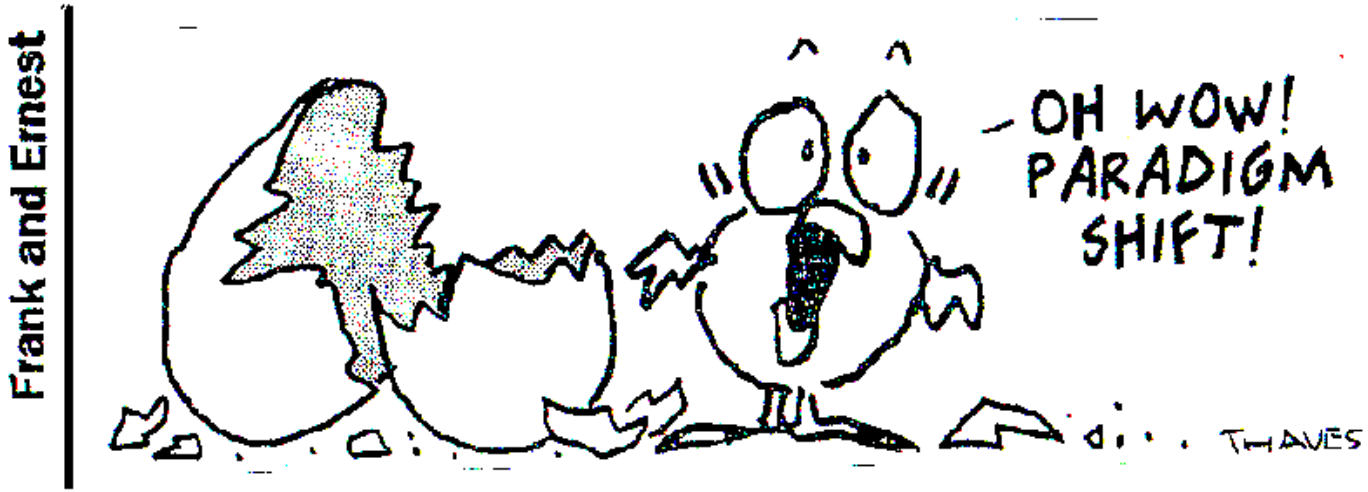
- 70% of change programmes fail - Beer & Nohria (2009)

- 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

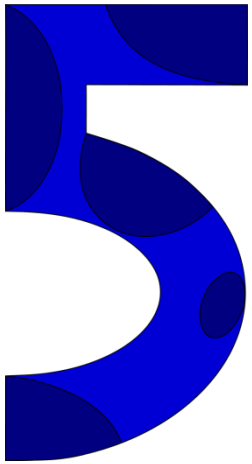
(Ford and Ford 1995)



Activity:
What triggers organisational change?

- External Factors
- Internal Factors

Work with a partner to identify your top 5 for each



Activity: What triggers change?

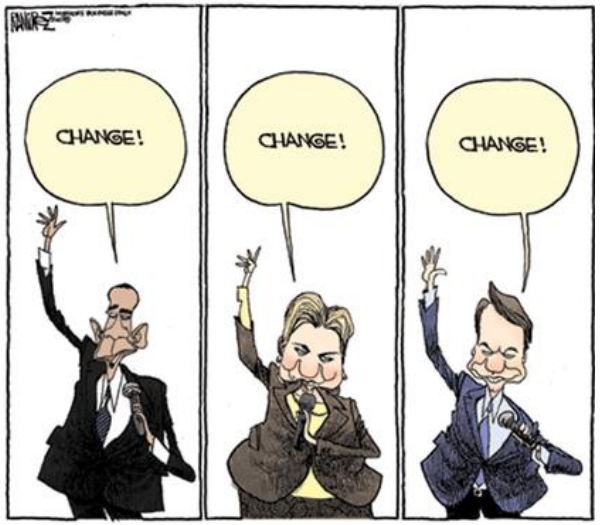
External factors:

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



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

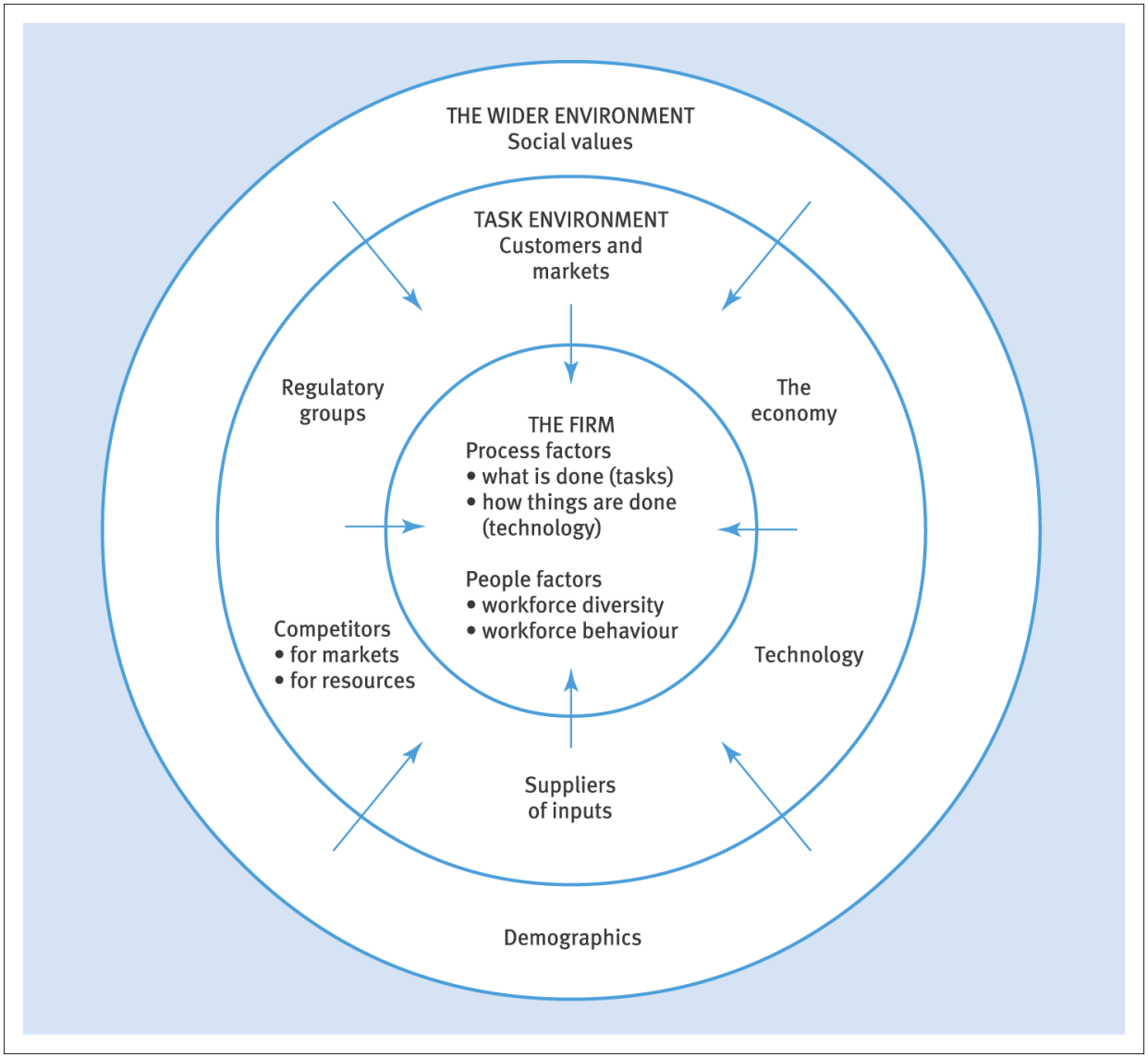


Figure 21.2 Triggers to change in organisations

Task: Brexit

What could change?

How would we/organisations be affected?

Next :

Context of change