



ADMS | Advanced Diploma in Management Studies Programme

| | |
|---|---------------------------------|
| Course Name | : Change and Quality Management |
| Course Code | : 72 |
| Basic Course / Optional Course / Compulsory Course | : Optional Course |
| QF Level | : 4 |
| No. of QF Credit | : 10 |
| Mode of Tuition | : Sectional approach |
| Class Contact Hours | : 30 hours |

Brief Course Description

This course introduces the processes of organization development and the management of organizational change.

Objective

There are two objectives for this course. First, this course introduces students to the basic concepts, stages, and processes of the management of change. Additionally, the course develops students' appreciation of the change processes needed for the successful implementation of the change effort including quality assurance and total quality management.

Course Intended Learning Outcomes (CILO)

Upon completion of the course, students should be able to:

CILO 1: describe the definitions, concepts and models of quality management;

CILO 2: explain the principles and concepts of organizational change management, as well as its relevance in business context;

CILO 3: demonstrate analytical skills in prioritizing resources and making appropriate decisions in different stages of the organizational change process;

CILO 4: apply problem solving ability in overcoming issues and challenges in product and service quality; and

CILO 5: resolve resistance to change and internal process improvement.

Measurement of Learning Outcomes

1. Individual assignment (case studies) requiring students to apply models and knowledge in organizational changes in individual assignment. [CILO 1, 2, 3, 4, 5]
2. Mid-term test and class exercises are arranged to assess students' ability to conduct data analysis for quality improvement decisions. [CILO 1, 2, 3, 4]
3. A final examination is arranged to assess students' overall ability to apply knowledge, concepts and methodologies used in quality management and change management. [CILO 1, 2, 3, 4, 5]
4. A group project is used to assess students' abilities to apply subject concepts, knowledge and techniques to analyze real life companies' quality and change problems. [CILO 1, 2, 3, 4, 5]

Indicative Content

Understanding Change

Building the case for change, choice of change levers, types of change, conceptions of quality and quality management.

Diagnosis for Change

The role of the change agent, units of analysis, modes of diagnosis, Lewin's force-field analysis, diagnostic styles, consultant-client relationships.

Creating Readiness for Change

strategies for announcing organizational change, participation versus empowerment, modes of empowerment, design principles and practice, action research and action learning, change ownership.

Modes of Intervention and Implementation

leadership for change, the concept of depth of intervention, communication and announcements, use of self-managing teams, management of resistance, aid analysis, organizational power and politics, ethical considerations relating to conduct of change, implementation and evaluation of the change effort.

Teaching Method / Class Activities

Lectures are used to introduce the topics. Class discussions and case studies are used to illustrate the practical application of each key skill and to facilitate students' learning.

Weighting of Assessments:

| | |
|-----------------------|------|
| Individual Assignment | 10% |
| Mid-Term Test | 10% |
| Group Project | 20% |
| Final Examination | 60% |
| Total | 100% |

Textbook

Goetsch, D.L. & Davis, S., 2013. *Quality management for organizational excellence, international edition*. 7th ed. S.L.:Pearson Education.

NOTIONAL LEARNING HOURS (NLHs) AND QF CREDIT OF THE COURSE

| | | Learning outcomes | Contact hours (a) | Self-study hours (b) | Total hours (a+b) |
|---------------------------------------|---|-------------------|-------------------|----------------------|-------------------|
| Learning and teaching activity | | | | | |
| 1 | Lecture | CILO 1,2,3,4,5 | 26 | 52 | 78 |
| 2 | Tutorial | | | | |
| 3 | Practical work (laboratory, workshop, etc.) | | | | |
| 4 | Online, distance and blended learning | | | | |
| 5 | Internship / placement / fieldwork | | | | |
| 6 | Others | | | | |
| Assessment | | | | | |
| 7 | Exercise (Individual assignment) | CILO 1,2,3,4,5 | 1 | 3 | 4 |
| 8 | Project | CILO 1,2,3,4,5 | 2 | 10 | 12 |
| 9 | Test / examination / assessment activities | CILO 1,2,3,4,5 | 3 | | 3 |
| 10 | Others | | | | |
| Total NLHs | | | | | 97 |
| QF credit = Total NLHs/10 | | | | | 10 |