THE EDUCATION UNIVERSITY OF HONG KONG

Course Outline

Part I

Programme Title	: **Executive Master of Arts in International Educational Leadership and Change**
Programme QF Level	: **6**
Course Title	: **Leading Organizational Change**
Course Code	: **EDA6009**
Department	: **Department of Education Policy and Leadership**
Credit Points	: **3**
Contact Hours	: **39**
Pre-requisite(s)	: **Nil**
Medium of Instruction	: **EMI**
Course Level	: **6**

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Part II

1. **Course Synopsis**

In response to the forces of globalization and technological change, organizations throughout the world are faced with the need to constantly innovate to survive and succeed. Change has become the only constant state in the environment of educational and public-sector organizations. Change may come in a gradual and carefully considered manner, or it may be foisted upon an organization, as was the case most recently when schools had to suddenly adapt to changed circumstances due to the COVID 19 pandemic. Research conducted in a wide range of organizations and societies concludes that leaders play a critical role in the successful implementation of change. This course breaks down the process of organizational change into several facets and looks at factors that influence change management. Students will seek to develop effective change strategies that address a common problem of organizational change. Students will learn to apply change principles drawn from a variety of research-based change models. These models of organizational change include those developed by Kotter, Bridges and others. After completing the course, students will be able to analyze the factors that impact organizational change in a specific context and develop theoretically sound, practical strategies for successful implementation.

2. **Course Intended Learning Outcomes** (CILOs)

Upon completion of this course, students will be able to:

CILO$_1$ Distinguish personal, political and structural issues which influence the effective implementation of change in organizations.

CILO$_2$ Analyze obstacles and causes of resistance to change in organizations

CILO$_3$ Apply successful strategies for implementing organizational change.

CILO$_4$ Understand the role of leaders in the change process.

CILO$_5$ Evaluate the effectiveness of alternate strategies for implementing successful organizational change.

CILO$_6$ Reflect upon the challenges of implementing organizational change in intercultural

contects and develop contextually relevant strategies to account for these changes.

CILO₇   Compare perspectives on course concepts with fellow IELC participants.