



浙江大學

**MGMT 976**  
**Applied Change Management and**  
**Implementation Strategies**

# **MGMT976**

## **Applied Change Management and Implementation Strategies**

### Instructor Contact Details

Lecturer-in-charge: Dr. Junyu Wu

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Consultation Time: Book appointment by sending email to: [wlwyxy\\_29@zju.edu.cn](mailto:wlwyxy_29@zju.edu.cn)

### Teaching Times, Modes and Locations

Course Duration: 20 Dec 2026 to 8 Jan 2027

Modes: Face-to-face

Location: Zhejiang University

### Academic Level

Undergraduate

### Credit Points:

The course is worth 6 units of credit point.

### Credit Hours

The number of credit hours of this course equals to the credits of a standard semester- long course.

### Contact Hours

The course contains a total of 53 contact hours, which consists of orientation, lectures, seminars, quiz, discussion, research, case study, small tests, assignments, on-site field trip(s), in-class and after-class activities, revision, self-study, and final exam. Students will receive an official transcript which is issued by Zhejiang University when completing this course.

### Enrolment Requirements

Eligibility requires enrollment in an overseas university as an undergraduate or postgraduate student, proficiency in English, and pre-approval from the student's home institution.

### Course Description:

This course focuses on managing change within projects, addressing both the psychological and behavioral aspects of change. It covers key change management methodologies and strategies to effectively lead and implement organizational change. The course explores the role of change management at both the strategic and operational levels, with an emphasis on managing resistance, fostering innovation, and achieving successful project delivery. Students will also examine how change impacts individuals and organizations and learn practical tools for navigating complex change environments.

### Prerequisite:

N/A

### Learning Resources

- Cameron, E. & Green, M., Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change, 5th Edition, Kogan Page, 2022.
- Tidd, J. & Bessant, J. R., Managing Innovation: Integrating Technological, Market and Organizational Change, 8th Edition, Wiley, 2024.

### Learning Objectives

By the end of this course, you should be able to:

- Assess the scope of organizational change and design appropriate interventions, including communication strategies and training programs.
- Evaluate the effectiveness of change implementation processes, considering both immediate outcomes and long-term organizational impact.
- Monitor and assess the progress of change initiatives, ensuring business stability and the organization's capability to manage and adapt to change.
- Examine the implications of employee relations and contractual agreements in the context of organizational change and develop strategies for addressing these issues.

### Course Delivery:

- Face-to-face Lecture mode includes lectures, seminars, quiz, discussion, research, case study, small tests, assignments, on-site field trip(s), in-class and after-class activities, revision, and final exam.

The following course will be taught in English. There will also be guest speakers and optional field trips available for students who would like to enhance their learning experience. All courses and other sessions will be run during weekdays.

Topics and Course Schedule:

| WK | Topic                                                                                                                                                                                                                                  | Activities        |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1  | Introduction to Change Management and Innovation <ul style="list-style-type: none"> <li>• Overview of change management principles</li> <li>• The role of change in organizational success</li> </ul>                                  | Lecture; Tutorial |
| 1  | Theories of Change and Organizational Culture <ul style="list-style-type: none"> <li>• Understanding organizational culture in change processes</li> <li>• Key models for managing change (e.g., Kotter's 8-stage model)</li> </ul>    | Lecture; Tutorial |
| 1  | Leadership and Power in Change Management <ul style="list-style-type: none"> <li>• Leadership styles and their influence on change</li> <li>• Power, persuasion, and influence in change processes</li> </ul>                          | Lecture; Tutorial |
| 1  | Strategic Change Management: Tools and Techniques <ul style="list-style-type: none"> <li>• Change management tools and practical techniques</li> <li>• Managing resistance and fostering a culture of innovation</li> </ul>            | Lecture; Tutorial |
| 1  | Project and Change Management Integration <ul style="list-style-type: none"> <li>• Aligning change management strategies with project management principles</li> <li>• Understanding project risks in the context of change</li> </ul> | Lecture; Tutorial |
| 2  | In-class Test                                                                                                                                                                                                                          | Closed book       |

|   |                                                                                                                                                                                                                                        |                   |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 2 | <p>Diffusion and Feedback in Change Management</p> <ul style="list-style-type: none"> <li>Measuring the impact of change and organizational adaptation</li> <li>Evaluating the effectiveness of change initiatives</li> </ul>          | Lecture; Tutorial |
| 2 | <p>Employee Relations and Change Management</p> <ul style="list-style-type: none"> <li>Addressing employee concerns and overcoming resistance</li> <li>Understanding employee contracts and psychological aspects of change</li> </ul> | Lecture; Tutorial |
| 2 | <p>Vision and Strategy for Change</p> <ul style="list-style-type: none"> <li>Creating a vision for change and aligning it with strategic goals</li> <li>Developing communication strategies for change implementation</li> </ul>       | Lecture; Tutorial |
| 2 | <p>Storytelling and Change Communication</p> <ul style="list-style-type: none"> <li>The power of storytelling in organizational change</li> <li>Crafting narratives to drive change and inspire action</li> </ul>                      | Lecture; Tutorial |

|   |                                                                                                                                                                                                                                                                    |                   |
|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 3 | Positive Leadership and Feedback in Change Management <ul style="list-style-type: none"> <li>• The role of positive leadership in change success</li> <li>• Providing feedback to foster a culture of innovation</li> </ul>                                        | Lecture; Tutorial |
| 3 | Final Considerations on Change Management <ul style="list-style-type: none"> <li>• Reflecting on the lessons learned and their application to real-world projects</li> <li>• Final review of change management principles and implementation strategies</li> </ul> | Lecture; Tutorial |
| 3 | Revision                                                                                                                                                                                                                                                           | Tutorial          |
| 3 | Final exam                                                                                                                                                                                                                                                         | Closed book       |

#### Assessments:

|                     |     |
|---------------------|-----|
| Class participation | 15% |
| Quiz                | 15% |
| Assignments         | 20% |
| Final exam          | 50% |

#### Pass Requirement (Double Pass Rule)

To pass this course, students are required to achieve:

- an overall mark of 50% or above, and
- a pass mark (50% or above) in the Final Examination.

Students who achieve an overall mark of 50% or above but do not achieve a pass in the Final Examination will receive a fail grade for the course.

#### Grade Descriptors:

|    |                  |        |
|----|------------------|--------|
| HD | High Distinction | 85-100 |
| D  | Distinction      | 75-84  |
| Cr | Credit           | 65-74  |
| P  | Pass             | 50-64  |
| F  | Fail             | 0-49   |

#### **High Distinction 85-100**

- Treatment of material evidences an advanced synthesis of ideas Demonstration of initiative, complex understanding, and analysis.
- Work is well-written and stylistically sophisticated, including appropriate referencing, clarity, and some creativity where appropriate.
- All criteria addressed to a high level.

#### **Distinction 75-84**

- Treatment of material evidences an advanced understanding of ideas Demonstration of initiative, complex understanding and analysis Work is well-written and stylistically strong.
- All criteria addressed strongly.

#### **Credit 65-74**

- Treatment of material displays a good understanding of ideas.
- Work is well-written and stylistically sound, with a minimum of syntactical errors.
- All criteria addressed clearly.

#### **Pass 50-64**

- Treatment of material indicates a satisfactory understanding of ideas Work is adequately written, with some syntactical errors.
- Most criteria addressed adequately.

#### **Fail 0-49**

- Treatment of ideas indicates an inadequate understanding of ideas Written style inappropriate to task, major problems with expression.
- Most criteria not clearly or adequately addressed.

#### Academic Integrity

Students are expected to uphold the university's academic honesty principles which are an integral part of the university's core values and principles. If a student fails to observe the acceptable standards of academic honesty, they could attract penalties and even disqualification from the course in more serious circumstances. Students are responsible for knowing and observing accepted principles of research, writing and any other task which they are required to complete.

Academic dishonesty or cheating includes acts of plagiarism, misrepresentation, fabrication, failure to reference materials used properly and forgery. These may include, but are not limited to: claiming the work of others as your own, deliberately applying false and inaccurate information, copying the work of others in part or whole, allowing others in the course to copy your work in part or whole, failing to appropriately acknowledge the work of other scholars/authors through acceptable referencing standards, purchasing papers or writing papers for other students and submitting the same paper twice for the same subject.

This Academic Integrity policy applies to all students of the Zhejiang University in all programs of study, including non-graduating students. It is to reinforce the University's

Zhejiang University Global Program 7 Applied Change Management and Implementation Strategies

commitment to maintain integrity and honesty in all academic activities of the University community.

### Policy

The foundation of good academic work is honesty. Maintaining academic integrity upholds the standards of the University. The responsibility for maintaining integrity in all the activities of the academic community lies with the students as well as the faculty and the University. Everyone in this community must work together to ensure that the values of truth, trust and justice are upheld.

Academic dishonesty affects the University's reputation and devalues the degrees offered. The University will impose serious penalties on students who are found to have violated this policy. The following penalties may be imposed:

- ✓ Expulsion
- ✓ Suspension
- ✓ Zero mark /fail grade
- ✓ Marking down
- ✓ Re-doing/re-submitting of assignments or reports, and
- ✓ Verbal or written warning.