



Course Syllabus

L&S 132 – Leading and Managing Change(3 units)

Sem I SY 2012-13:MWF – 9.30–10.30, SOM 203 Ma. Assunta C. Cuyegkeng (acuyegkeng@ateneo.edu)

A. Course Description

The course explores approaches to effective leadership within the context of organizational chaos and complexity. It studies effective leaders who know how to catalyze and support positive changes in structure, products & services, organizational culture and people.

Pre-requisite: L&S 100

B. Course Objectives

By the end of the course, you should be able to (1) scan the environment and identify the direction of change that may be needed by your organization; (2) identify key elements and challenges in building your coalition;in creating, communicating, and implementing vision and strategy;and in sustaining and institutionalizing the efforts; (2) apply management competencies that ensure that excellent, timely, and sustainable implementation; and (3) apply leadership styles that effectively drive and support change. Also in line with the Ateneo LS vision, you should be able to reflect on your values and how you and your generation can transform society through your leadership.

C. Course Outline and Timeframe (tentative schedule)

Week	Date	Activity	Comments
1	Jun 11	Introduction to the course	
	13	<i>Life cycle of change</i>	
	15	FACULTY DAY	No classes
2	18-22	<i>Organizations, its Environment, and Change</i>	
3	25-29	<i>Dealing with Changing Environment: Technology</i>	
4	Jul 02-06	<i>Dealing with Changing Environment: Culture and Society</i>	
5	09,11	<i>Dealing with Changing Environment: Markets</i>	
6	13,16	<i>Dealing with Changing Environment: Politics</i>	
	18	Exam 1	
	20	<i>Understanding the Organization</i>	
7	23-27	<i>Developing an Agenda for Change: Bridging Vision and Reality</i>	
8	30	<i>Building a coalition: Choosing champions and partners</i>	
	Aug 01,03	<i>Creating and communicating vision</i>	
9	06-10	<i>Empowering others: motivation and support structures</i>	
10	13	<i>Empowering others: culture change</i>	
	15	Exam 2	
	17	<i>Empowering others: culture change</i>	
11	20-24	<i>Visible changes: implementation and assessment</i>	
12	27-31	<i>Consolidating changes: systems thinking</i>	
13	Sep 03-07	<i>Institutionalizing the change: policy, systems, org structure</i>	
14	10-15	<i>Change leadership in the Philippine context</i>	
15	17-21	<i>Towards a model of Filipino leadership</i>	
16	24-28	Exam 3	
17	Oct 01-05	<i>Summary of the course</i>	
18	08-12	Final exam week	

D. References

1. Kotter, John P. 1996. *Leading Change*. Massachusetts: Harvard Business Press.
2. Senge, Peter, et al. 1999. *The Dance of Change: The Challenge of Sustaining Momentum in Learning Organizations*. New York: Doubleday.
3. Senge, Peter M. 2006. *The Fifth Discipline*. US: Doubleday.

E. Suggested Readings and Websites

1. Collins, Jim. 2001. *Good to Great*. New York: HarperCollins Publishers, Inc.
2. Cuyegkeng, Ma. Assunta C. and Antonette Palma-Angeles, eds. 2011. *Defining Filipino Leadership*. QC: Ateneo de Manila University Press. (Section on "Leading for Change.")
3. Doyle, Michele Erina and Mark K. Smith (2009), "Shared Leadership" at http://www.infed.org/leadership/shared_leadership.htm
4. Heifetz, Ronald A. and Marty Linsky. 2002. *Leadership on the Line*. Massachusetts: Harvard Business Press.
5. Higgs, Malcolm and Rowland, Deborah. 2005. "All Changes Great and Small: Exploring Approaches to Change and Its Leadership." *Journal of Change Management*, 5 (2), 121-151.
6. Johansen, Bob. 2009. *Leaders Make the Future*. California: Berrett-Koehler Publishers, 194pp.
7. Kotter, John P. 1995. "Leading Change: Why Transformation Efforts Fail." *Harvard Business Review*, March-April. Available at http://www.mcgill.ca/files/hr/Leading_Change_John_Kotter.pdf.
8. Taylor, William C. and Polly LaBarre. 2006. *Mavericks at Work*. New York: William Morrow.

F. Course Requirements

1. Three (3) long exams, or equivalent (group reports, reflection papers, oral test)
2. Quizzes

G. Grading System

1. The final grade consists of 2/3 class standing and 1/3 final exams.
2. Letter grades:

		A	≥	92
92	>	B+	≥	87
87	>	B	≥	80

80	>	C+	≥	75
75	>	C	≥	68
68	>	D	≥	60

H. Classroom Policies

1. The basic rule in this class is to have respect, courtesy, and consideration for others. *Listen* when someone is speaking.
2. *Silence* is important during class, most especially during exams.
3. Cell phones and any devices with ear/headphones *should not be used* in class.
4. Sunglasses, caps, and any form of communication between classmates are not allowed during exams.
5. Follow the dress code of JGSOM.
6. *Absence during roll call merits a cut. There is no distinction between excused and unexcused cuts.* However, it is courtesy to inform the teacher about planned absences.

I. Consultation Hours

By appointment; 3/F JGSOM loc5521; 5522

J. Others

1. Your participation is necessary for the success of this class.
Listen. Take down notes. Outline the readings. Develop insights.
Ask questions if a lesson is not clear to you. Consult, if necessary.
2. E-mail the following to me by **12 June 2012**:
 - a. JPEG file of your ID photo: File name format – **surname-nickname.jpg**
 - b. XLS or XLSX file of the following data in the suggested format:
File name format – **surname-nickname.xlsx**

Name	Year & Conc.	Address	Mobile	Tel Landline	HS attended	e-mail address	Parents' tel. no.

- c. In your e-mail to me, signify your agreement with the following statement:
I have read the course syllabus carefully and hereby agree to participate fully in the class L&S 199.10 (Business and the Environment) and to abide by the policies stated in this course syllabus.

Name

ID number

Year and Concentration