

CORPORATE EDUCATION AND TRAINING CENTRE (CETC)

COURSE OUTLINE



PROGRAMME: MBA
DURATION: January to May 2027
DAY(S): Tuesdays
MODE: Hybrid
COMPONENT: Strategic Change Management
LECTURER: Sean Fouche
NB: Online - Face to Face sessions may be included based upon the class interaction

Contract Hours: 30
Actual Hours: 30

Lecture Number	Lecture Day & Date		Time (TT)	Hrs	Cum Hrs	Lecture Topic (s)	No./ Type of Session	Important Concepts/ Ideas to know	Expected Reading	Other Matters	Questions	Items Due For Next Class
1	Tues	12-Jan-27	5:30 - 8:30 pm	3	3	Introduction	Lt	A critical understanding of organisational change management and its relationship with strategy; An awareness of contemporary issues in organisational practice related to the management of change; The ability to analyse different types of change organisations go through; A critical awareness of both planned and emergent perspectives on change and; An appreciation of the link between organisational change, strategy and competitive advantage.	Chap 1 & 2		Assignment to be provided	
2	Tues	19-Jan-27	5:30 - 8:30 pm	3	6	Diagnosing Change	Lt/EP	An understanding of the role of diagnosis and problem-framing in the wider process of strategic change; The ability to diagnose a number of common organisational issues using key diagnostic models; An understanding of the characteristics of a good diagnosis.	Chap 3		Assignment to be provided	
3	Tues	26-Jan-27	5:30 - 8:30 pm	3	9	Strategy Structure & Change	Lt/EP	An appreciation of the inter-relationship between the business environment, strategy and structure of organisations; A critical awareness of the strengths and weaknesses of traditional and emergent approaches to structuring organisations; An understanding of how organisational structure contributes to the ability of an organisation to sense and respond to change.	Chap 4		Assignment to be provided	
4	Tues	02-Feb-27	5:30 - 8:30 pm	3	12	Organisational Culture and Change	Lt/EP	A critical awareness of organisational culture and how it affects organisational behaviour and the wider process of strategic change; An ability to apply various diagnostic tools to the analysis of organisational culture and differentiate between integrated, differentiated and fragmented cultures; A critical awareness of the origins, strengths and limitations of different approaches to cultural analysis.	Chap 5		Assignment to be provided	
	Tues	09-Feb-27				No Class - Carnival						
5	Tues	16-Feb-27	5:30 - 8:30 pm	3	15	Resistance to Change	Lt/EP	Knowledge of the prevalence, types and nature of resistance to change in organisations; The ability to reflect on your own attitudes to change and how individual responses to change can affect organisational-level outcomes; How to critically evaluate change situations, identify likely sources of resistance and propose solutions to overcome them.	Chap 6		Assignment to be provided	
6	Tues	23-Feb-27	5:30 - 8:30 pm	3	18	Leadership and Communication	Lt/EP	A critical understanding of the role of leadership in instigating and delivering strategic change; An ability to evaluate different approaches to communicating change in organisations and propose appropriate communication strategies for a variety of change situations.	Chap 7		Assignment to be provided	

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7	Tues	02-Mar-27	5:30 - 8:30 pm	3	21	Supporting and Motivating Change	Lt/EP	A critical view on individual and organisational issues surrounding motivation, commitment and job satisfaction; An appreciation of the role of HRM in supporting change initiatives; An understanding of some of the mechanisms available to organisations and change managers in motivating employees in relation to change.	Chap 8		Assignment to be provided	
8	Tues	09-Mar-27	5:30 - 8:30 pm	3	24	Planning Change Programmes	EP	An understanding of radical versus incremental approaches to process redesign and the different 'brands' associated with these (e.g. TQM, BPR, Six Sigma and Lean); An ability to effectively apply different change management approaches when considering process redesign options for an organisation; Critical knowledge of the strengths and limitations of process redesign as a route to successful change.	Chap 9		Assignment to be provided	
9	Tues	16-Mar-27	5:30 - 8:30 pm	3	27	Implementing and Sustaining Change	EP	An understanding of the issues/challenges in change implementation; an ability to apply relevant models/principles to effectively implement change in an organisation; An appreciation of how change can be sustained.	All Chapters		Assignment to be provided	
10	Tues	23-Mar-27	5:30 - 8:30 pm	3	30	Revision & Exam Preparation	EP	Review of all material	All Chapters		Assignment to be provided	

Key / Legend

Lt = Lecture T=Tutorial Lb = Lab EP = Exam Prep

Lecturer Signature

24/04/2026

Date Submitted

Course Administrator Signature

Date received

Last Notes: SBCS reserves the right to make changes to the information contained herein. Any changes effected to the information contained herein will be made known to all students concerned via class announcement. It is thus the responsibility of the student to attend all classes and to keep abreast of matters should they be absent from any class session. Students are advised and encouraged to contact their fellow classmates for updates where class sessions have been missed.

Unit Manager Signature

Date received

Quality Assurance Manager Signature

Date received

Executive Director Signature

Date received