**Palestine Polytechnic University**

**College of Administrative Sciences and Informatics**

***Administrative Sciences & Informatics Department***

**Course:** (4559 ) Crisis and Change Management **Credit Hours:** 3

**Prerequisites:** (4268) Strategic Management

**Student workload:** Attendance & Self Study 5 hours/week, Project 3 hours/week, Community Service 15 hours/semester

**Course Staff:**

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**Course Description**

This course provides students with principles for understanding, diagnosing and implementing organizational change and crisis management. This includes examination of change agent abilities, the context, the process and the implementation choices of change. The course also describe the phases of crisis management, ie crisis preparation, crisis stabilization, and learning.

Crisis and Change Management courseadapt Problem-Based Service-Learning (PBSL) Models of CBL were students (or team of students) relate to the community much as "consultants" working for "client". Students work with community members to understand particular problem or need. And make use of theories, concepts, tools and framework of the course to make recommendations to the community or develop solution to the problem.

Community Based Learning (CBL) is a pedagogical approach that is based on the premise that the most profound learning often comes from experience that is supported by guidance, context-providing, foundational knowledge, and intellectual analysis. The opportunity for students to bring thoughtful knowledge and ideas based on personal observation and social interaction to a course's themes and scholarly arguments brings depth to the learning experience for individuals and to the content of the course. The communities of which we are a part can benefit from the resources of our faculty and students, while the courses can be educationally transformative in powerful ways.

Course Objectives:

* Introduce the students to the process and elements of crisis and change management.
* Encourge students to be more effective in dealing with a dynamic world and uncertainty.
* Participate in solving some of the community problems in the field of crisis and change management.
* Introduce the students to the concepts, tools and frameworks of crisis and change management.
* Help the students to establish effective networking.

**Intended Learning Outcomes:**

Upon the completing of the course student should be able to

* Identify *types* of required strategic change.
* Analyze how organizational *context* might affect the design of strategic change programs.
* Undertake a *forcefield analysis* to identify forces blocking and facilitating change.
* Identify and assess the different *styles* of leading and managing strategic change.
* Assess the value of different *levers* for strategic change.
* Identify the *pitfalls and problems* of managing change programs.
* Sense the likely causes of crises
* Appreciate the different strategies and approaches for handling crisis.
* Design a protection strategy to minimize the likely occurrence of crisis.
* Become aware of some of the community problems.
* Participate in solving the community problems.
* Appreciate the notion of giving or social responsibilities.
* Persuade others or selling out new ideas
* Make people buy in new ways of things
* Networking
* Thinking seriously and in a systematic way.
* Appreciate diversity, initiative, opportunity seeking, risk taking and the need for mentoring
* Accommodate and deal with uncertainty and complexity.
* Demonstrate communication skills, interpersonal skills, critical thinking and teamwork.

**Teaching Method**

In the earlier part of the semester, classroom sessions will typically begin with a lecture, setting out conceptual ideas and issues. Lectures will typically be followed by in-class exercises carried out in small groups, involving case analysis, self-assessment, and creative problem solving. Weeks 8-10 of the course will be conducted as CBL and students should serve an organization and solve one of the likely problems that it face by applying theories, concepts, tools and framework of crisis and change management and to come up with a crisis prevention plan to help the served organization, and try to raise awareness amongst the leadership of the organization about the importance and techniques of crisis management.

The CBL project will take the following steps:

1. Groups forming
2. Organisation selection
3. Acceptance Litter from the target organisation with a problem definition.
4. Conducted the work in the organisation.
5. Prepare a report include the following:

* To what extent (degree) the organization is protected from crisis.
* What you advised the leadership of the organization to do.
* How was their reaction to your advice?
* What tools\framework you used in your works.

**Communication and Follow up**

In addition to the class meeting and e-mails student must register in the facebook group of the class and he\she must keep up with the updates, notes, discussions, etc presented in the group.

**Text Book:**

The Required texts for this course are:

* Johnson, Whittington and Scholes, Exploring Strategy, 10th Edition, © Pearson Education Limited 2014.
* Julia Balogun and Veronica Hope Hailey. Exploring Strategic Change. 3rd edition. Financial Times/Prentice Hall, 2008.
* Ahmad Maher, Crisis Management
* In addition to materials supplied throughout the course.

**Course Philosophy**: Learning is an active process from the teacher's and from the learner's points of view. Teachers and students have a strong responsibility to one another. My obligations as a teacher include (a) being knowledgeable and current on the subject matter, (b) planning and providing good learning experiences, (c) evaluating work fairly and promptly, and (d) assisting you to meet the course objectives and to fulfill your own needs. Student obligations include (a) preparing and completing assignments, (b) participating actively and positively in the learning process, and (c) expressing needs to the teacher.

**Ethics and Integrity**: We expect you to uphold the highest ethical standards, be honest, and practice academic integrity. This includes doing original work and citing sources, including the work of students

**Assessments measures and grading system:**

Mid-term Exam 15%

\*CBL Project 30%

Cases and Reports 20%

Final Exam 35%

\*The grades on CBL are not given on the service that you have done rather it is based on the project that you will submit and present at the end of the course. (please note the description of the project above in the teaching methods. *We do not grade service we grade learning.* The assessment of the CBL project will be curried by employer 5grades, group members 5grades, instructor 20 grades. The checklist for employer and group assessment will be provided separately (see the evaluation rubric).

**Main topics and Cases**

* Crisis & Crisis Management
* Leadership and Strategic Change

**CASE STUDY** Marks and Spencer plc: where next for the icon ofBritish retailing?

Phyl Johnson and Nardine Collier

**CASE STUDY** LEAX: managing through a crisis

Anders Melander and Robert Radway

**Important Dates and Instructions**

* Finding the work place week 6
* Conducting the CBL week 8-10
* Presenting the CBL Project week 12-14
* Mid-term Exam week 8
* Final Exam week 16

**Course Policies:**

* **University policies:** The student should know all university policies related to his study, published by the registrar's office.
* **Attendance policy:** Regular attendance is required at all class meetings, the instructor will be the last one enters the class, please do not disturb (knocking the door, moving chairs…).
* **Missed Exams:** No make-up exams should be given. Excuses must be to the student's academic supervisor, he has the right to accept or deny the student's petitions.
* **Homework's and reports:** Homework's and reports must be submitted on the due date, no late homework's or reports can be accepted.
* **Academic dishonesty policy:** You are expected to read and understand the academic dishonesty policy published by the registrar's office. It will be performed in this course.

Group Evaluation Rubric



