

BCOBM312 TRANSFORMATIONAL CHANGE MANAGEMENT (5 ECTS)

Academic year	2025/26
Semester/Term	Summer I

Participation in all assessment activities stated in this document is required. The minimum pass grade for the course is 70. Deadlines are always in Geneva time.

MINOR ASSESSMENTS

Task 2.1: Cultural Influences on Change Management Assessment type: Forum Due: 10 July 14:00 CEST Weight: 5%	Description: How do cultural perspectives on authority and power influence change management in multinational corporations? Support your answer with at least one example and relevant concepts covered in class. Comment on a peer's post by comparing perspectives and identifying one similarity or difference in approach.
Task 2.2: Strategies for Successful Change Implementation Assessment type: Forum Due: 17 July 14:00 CEST Weight: 5%	Description: In light of rapid technological advancements, what are the main barriers to digital transformation in traditional industries? Discuss using at least one example and relevant concepts covered in class. Comment on a peer's post by comparing barriers and suggesting one alternative perspective or solution.
Your forum posts must meet the following requirements: Submit a post (150-215 words) and respond to a peer (75-110 words)	

ASSESSMENT 2 (FINAL)

Task 2.3: Application of Transformational Change Management – A Consultant's Perspective Assessment type: Written assignment Due: 27 July 14:00 CEST Weight: 50%	Description: Develop a professional change management plan applying relevant models, tools, and concepts from the course. Present the work in a structured report format and include a brief self-reflection on learning and skill development.
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INSTRUCTIONS

In your capacity as a Change Management Consultant hired by an organization (real or fictional) that is undergoing a significant transformation, you will be tasked with applying the principles, models, and tools you have learned throughout this course to develop a **comprehensive change management plan**.

The plan should be presented in a professional report format and include a self-reflection on your personal skills and learnings.

Project Options:

Choose one of the following scenarios to base your project on:

- **Digital Transformation:** An organization is implementing a new enterprise resource planning (ERP) system or moving to a cloud-based software suite.
- **Merger or Acquisition:** Two companies are merging, requiring the integration of cultures, processes, and systems.
- **New Product or Service Launch:** A company is introducing a new product that will fundamentally alter its business model and internal operations.
- **Cultural Change Initiative:** A business is shifting its organizational culture to be more customer-centric or innovative.
- **Remote/Hybrid Work Transition:** A company is moving from a traditional office environment to a permanent hybrid work model.
- **A scenario of your choice,** provided it is aligned with Transformational Change Management and the course materials.

Project Deliverables

Part 1: Case Analysis and Change Vision

- **Introduction:** Briefly describe the organization, the change initiative, and the business case for change. Explain why the change is necessary and the risks of inaction.
- **Current State Analysis:** Provide a concise overview of the organization's existing structure, culture, processes, and technology. Include a change readiness assessment to evaluate the organization's capacity and capability for change.
- **Vision for Change:** Articulate a clear and motivating vision for the desired future state, including the specific goals and objectives of the change project.
- **Change Impact Assessment:** Identify the key stakeholder groups affected by the change (e.g., leadership, managers, frontline employees, customers) and assess the potential impact on each group.

Part 2: Change Management Strategy

- **Methodology:** Select and justify a primary change management model or framework (e.g., Kotter's 8-Step Model, ADKAR Model, Lewin's Change Model) that you will use to structure your approach.
- **Stakeholder Engagement and Communication Plan:** Create a detailed plan that outlines how you will actively involve stakeholders throughout the process. This plan should define key messages, communication channels, and the frequency of communications.
- **Resistance Management Plan:** Based on your impact assessment, identify potential sources of resistance and develop proactive strategies to address them. Your plan should address both organizational and individual resistance.

Part 3: Implementation and Measurement

- **Training and Support Plan:** Describe the training and support mechanisms that will be provided to employees to ensure they have the necessary knowledge and ability to implement the change.
- **Monitoring and Reinforcement Plan:** Outline how you will track progress, measure the effectiveness of the change, and create reinforcement mechanisms to sustain the new behaviour's over time. Define key metrics for success.
- **Risk Management and Contingency Planning:** Identify potential risks to the change initiative and propose mitigation strategies to address them.

Part 4: Conclusion and Reflection

- **Conclusion:** Summarize the key components of your change plan and reiterate its benefits. There is one key area that is important to address:
 - **Leadership:** Transformational change management is both a science and an art. It is supported by well-established principles, models, and tools that provide structure and guidance throughout the process. Yet, at its core, change is deeply human. Its success or failure ultimately depends on the people leading the

organization forward. In other words, while methodologies matter, the true catalyst for transformation is leadership. With this in mind, please share your candid perspectives: *What role does leadership play in making change truly transformational, and what qualities must leaders embody to guide their organizations through such profound shifts?*

- **Personal Reflection:** Reflect on the process of developing the plan. Two key areas are important to address:
 - **Self-Evaluation:** How did you apply the course concepts? What were the most challenging aspects of the project, and how did you overcome them?
 - **Lessons Learned:** What new insights did you gain about change management, leadership, and human behavior during organizational transitions?

Final Considerations

- **Critical Thinking:** Your analysis and proposals should demonstrate critical thinking, integrating theoretical knowledge with practical application.
- **Evidence-Based Arguments:** Support your analysis with evidence from academic sources, case studies, and real-world examples.
- **Clarity and Structure:** Ensure that your report is well-organised, with clear headings, logical flow, and precise language.
- **Referencing:** Use the appropriate referencing style (e.g., Harvard, APA) as specified by your course guidelines. Ensure all sources are properly cited.

FORMAT

Your submission must meet the following formatting requirements:

Written Assignment + Presentation

Written assignment:

- **Number of files for submission:** 1
- **Required file format for submission:** PDF
 - **Word count:** 2,100 ±10% (excluding references and appendices)

Presentation:

- **Required format for submission:** URL link to presentation on OneDrive (as online text)
 - **Duration:** 7-8 minutes

All referencing and citations require **Harvard referencing style**. Students must avoid plagiarism and use the Harvard Referencing Guide and Turnitin to ensure that their sources are correctly cited.

Plagiarism includes the use of artificial intelligence tools (e.g. ChatGPT, Grammarly, or similar) when output is copied and pasted from these sites.

Students should also note that they must submit **new and original work** for every attempt. Submitting the same work for multiple assessments is considered an academic offence and may result in disciplinary action.

For further guidance, please refer to the **Academic Policies and Procedures Manual** and the **Student Good Practice Manual in AI Literacy** available on the Student Services page for further details.

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ASSESSMENT CRITERIA

	Fail 0-59%	Borderline fail 60-69%	Fair 70-79%	Good 80-89%	Exceptional 90-100%
Forum	Posts reflect insufficient mastery of content, with frequent inaccuracies and misunderstanding of key concepts. Contributions rarely link to course materials or peers' posts, failing to support discussion. Engagement with others is minimal or irrelevant. Posts are often late, limiting interaction. Tone, clarity, and professional conventions are frequently neglected.	Posts demonstrate limited achievement, with partial understanding and superficial or inconsistent application of concepts. Links to course materials and peer contributions are weak, and discussions lack depth. Engagement with others is minimal, often restricted to brief or repetitive responses. Posts are mostly on time but rarely stimulate extended peer interaction. Professional conventions are inconsistently applied, with occasional lapses in tone, clarity, or respect.	Posts show sound understanding of content, generally applying concepts and terminology accurately, though with some minor gaps or inconsistencies. Connections to course materials and peers' posts are clear and contribute to discussion, but critical engagement is limited. Engagement with others is constructive, typically through elaboration or clarification of ideas. Posts are timely, supporting meaningful interaction. Professional conventions are generally adhered to, with clear, respectful communication.	Posts demonstrate high-quality understanding, with consistent, accurate use of concepts and terminology. Ideas are strongly connected to course materials and professional contexts, providing insightful or applied examples. Engagement with peers is meaningful, often extending discussion through critical questioning, elaboration, or reflection. Posts are consistently timely and enhance forum dialogue. Conventions are well followed, with professional, clear, and respectful communication throughout.	Posts exhibit exceptional mastery and critical insight, with precise, sophisticated, and nuanced use of concepts and terminology. Contributions make strong connections to course materials, research, and professional practice, offering original perspectives or critical analysis. Engagement with peers is proactive, challenging, and expanding discussion in substantial ways. Posts are consistently timely and foster a rich, collaborative forum environment. Professional conventions are exemplary, with polished, articulate, and highly respectful communication.

Written Assignment	Fail 0-59%	Borderline fail 60-69%	Fair 70-79%	Good 80-89%	Exceptional 90-100%
Purpose, Understanding & Content 25%	Purpose is unclear or absent. The work demonstrates serious misunderstandings or confusion regarding key concepts. Content lacks relevance or depth, and arguments are either missing or unsupported by evidence.	An attempt is made to address the task, but the purpose is vague or inconsistently applied. Some relevant concepts are included, but analysis is weak or descriptive. Key ideas may be misapplied or underdeveloped.	The purpose is mostly clear and appropriate to the level. Demonstrates a competent grasp of the topic, though some gaps in understanding may remain. Arguments are generally supported, with limited but relevant insight.	Clear, coherent and well-supported purpose. Demonstrates strong conceptual understanding and the ability to apply knowledge with increasing independence. Arguments are logical and appropriately evidenced.	Purpose is focused and intellectually engaging. Demonstrates excellent understanding and thoughtful application of complex ideas. Content is accurate, nuanced, and supported by robust evidence. Analytical insight is sustained throughout.
Organization & Coherence	Lacks logical progression. Paragraphs or sections are disconnected or poorly ordered.	Basic structure is present but inconsistently applied. Sections may be repetitive or misaligned.	Organizational structure is sound, with clear sections. Flow may be occasionally awkward,	Well-organized and coherent. Each section contributes to a logical progression of ideas.	Structure is sophisticated and purposeful, guiding the reader through a well-crafted argument.

ASSESSMENT BRIEF 2

20%	No clear introduction or conclusion. Difficult to follow.	Transitions are weak, and flow is uneven.	but the reader can generally follow the argument.	Transitions are smooth, and the structure enhances clarity.	Transitions are seamless, and the organization enhances impact. Introduction and conclusion are incisive and effective.
Communication & Expression 15%	Communication is ineffective, with frequent language or structural errors that obscure meaning. Tone is inappropriate for academic work.	Meaning is occasionally unclear due to language issues or lack of fluency. Academic tone is inconsistently applied. Written or spoken delivery lacks confidence or clarity.	Communication is mostly clear and appropriate, though occasional language issues or stylistic lapses may affect readability. Generally suitable academic tone.	Clear and fluent academic communication with only minor errors. Style is professional and well-suited to the discipline. Oral delivery is confident and articulate.	Language is precise, fluent, and engaging. Tone and style are highly appropriate, demonstrating command of academic discourse. Oral or written communication is confident, polished, and compelling.
Authenticity, Critical Thinking & Integration 20%	No critical thinking or originality is evident. Work relies on description or unexamined ideas. Ideas are not connected or developed. No synthesis or evaluation.	Some attempt at original thought, but arguments are basic and underdeveloped. Little engagement with opposing perspectives. Connections between ideas are weak.	Shows evidence of critical thinking and evaluation. Some original insights and attempts to synthesize ideas are present but not fully developed or consistently maintained.	Demonstrates thoughtful, analytical engagement. Critical perspectives are explored, and independent judgement is evident. Good integration of ideas from various sources.	Original, reflective, and critically sophisticated. Demonstrates synthesis across concepts, sources, or frameworks. Offers compelling, well-argued insights supported by evidence and evaluation.
Use of Sources & Referencing 20%	Uses few or no appropriate sources. Citations may be absent or incorrectly formatted. Work may contain plagiarism or demonstrate poor academic integrity.	Some attempt to use sources, but integration is weak or inappropriate. Referencing is inconsistent and may include significant formatting errors.	Relevant sources are used, but not always effectively integrated. Citation style is mostly accurate, though some inconsistencies may be present. Limited engagement with the source material.	Uses a good range of credible, relevant sources. Referencing is accurate and enhances the credibility of arguments. Shows clear understanding of academic practice.	Sources are expertly chosen, critically evaluated, and integrated seamlessly. Referencing is precise and fully compliant with academic conventions. Demonstrates deep engagement with scholarly material.