



Global Network for Advanced Management
MBA and AMBA
School Year 2025 - 2026
Course Outline

School	W. SyCip Graduate School of Business
Course Code	ICS
Course Title	Leading Change and Innovation
Units	1
Term	3

Faculty Name	Ma. Victoria Q. Caparas
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Consultation Hours	

Program Staff	Tria, Juno Gabriel T.
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Extension No.	

A. Course Description

In an increasingly complex and fast-changing world, leaders must not only respond to change—they must lead it. This course equips students with the frameworks, tools, and leadership mindsets necessary to diagnose the need for change, design effective change processes, implement initiatives with impact, and evaluate outcomes. Combining real-world cases with interactive simulations, students will explore how innovation can be used as both a driver and outcome of change. Emphasis will be placed on leading people through uncertainty, overcoming resistance, and adapting strategies to fit diverse organizational and cultural contexts. By the end of the course, students will be prepared to lead purposeful change and innovation in teams, organizations, and broader systems.

Note: Content of the course outline is subject to change.

B. Pre-requisites

C. Course Learning Outcomes

At the end of the course, students will be able to:

1. Distinguish the drivers of change in modern organizations and the critical role of leadership in navigating continuous transformation.
2. Identify leadership complexities during diagnosis, design, delivery, and evaluation phases and their impact on organizational success.
3. Discover gaps between current and desired states using data insights to recognize inefficiencies and growth areas.

4. Assess common sources of resistance and factors contributing to failed change efforts, justifying strategies to mitigate challenges and foster stakeholder alignment.
5. Formulate evidence-based solutions that address organizational gaps, overcome resistance, and drive sustainable value.

D. Course Contribution to Program Learning Goals and Objectives

Course Learning Outcomes	Program Learning Goals/Objectives
1,2,3	1. AIM MBAs will be analytical, critical, and logical thinkers. 1.1 Identify critical factors in management setting. 1.2 Identify reasonable alternatives. 1.3 Apply appropriate qualitative and/or quantitative analytical methods 1.4 Reach conclusions using well-structured and logical reasoning 1.5 Students incorporates creativity and innovative thinking in problem solving
5	2. AIM MBAs will be effective communicators. 2.1 Deliver oral presentations that are well organized, engaging and informative. 2.2 Produce written projects that are well-structured, concise, and analytical. 2.3 Engage in substantive dialogue, actively listen and contribute to an exchange of ideas.
4	3. AIM MBAs will be effective and ethical leaders and team players. 3.1 Recognize the consequences and impact of business decision on contemporary social issues 3.2 Evaluate ethical dilemmas in profit and non-profit organizations. 3.3 Achieve team objectives by collectively expending their efforts for the group task 3.4 Demonstrate professional interpersonal relations with other team members
1,2,4	4. AIM MBAs will effectively manage the interaction of various functional areas. 4.1 Set organizational goals 4.2 Understand the importance of functional interdependence and linkages in achieving organizational goals 4.3 Understand the functional integration in managing the stakeholder objectives of an organization
	5. AIM MBAs will have adequate understanding of Asian and global business. 5.1 Understand the purpose, function and goals of world and regional trade organizations and agreements 5.2 Analyze the opportunities and threats in the environments associated with managing organizations, regionally and globally 5.3 Understand the qualities that enhance cross-cultural effectiveness and develop strategies to improve their own competencies
	6. AIM MBAs are numerate. 6.1 Understand quantitative techniques in assessing markets and forecasting sales potential 6.2 Manage risks effectively and efficiently.

	6.3 Understanding of scenario analysis to assess environments

E. Learning Methodology

This course uses a case-based approach, where students prepare case assignments in advance, answering questions related to real-world challenges in organizational change and innovation. Plenary discussions will allow students to engage deeply with the material, share insights, and build on diverse perspectives.

Additionally, brief lectures will introduce key conceptual frameworks to support case analysis, while leadership reflections after each session encourage students to connect class content with their personal leadership experiences.

F. Grading Criteria

			Weight
Class participation (Hybrid Class)		(Individual)	40%
Individual Reports/Submissions	Individual Case Assignments (ICA) - minimum 500 words	(Individual)	30%
Reflection	Leadership Reflection (LR) - minimum 300 words	(Individual)	30%
Total			100%

**Final Grades automatically calculated in the ALICE Grade Center are not conclusive and are subject to Program Deliberations of the Faculty at the end of the Program Term*

G. Student Responsibilities and Conduct

Students are expected to conduct themselves with the utmost professionalism in all classes. Information and policies on student responsibilities and conduct, including dysfunctional behavior (such as attendance, plagiarism, cheating, etc) and grievance procedures are in the Student Handbook.

H. Course Schedule

Session Number	Session Topic (in-session)	Pre-session Activity	Faculty/Resource Speaker	Learning or Case Materials	Supplementary Readings	Assessment activities	Requirements or Submissions	Post-session Activity
Session 1 September 22, 2025: 6:00pm-7:30pm	Introduction to the Course		Ma. Victoria Q. Caparas				LR#1 due on Sep 23	Reflect on a chosen prompt and complete your leadership reflection.
Session 2 September 24, 2025: 6:00pm-7:30pm	Diagnosing the Need for Change	Read pages 1-12 (case narrative) and refer to pages 13-15 (exhibits).	Ma. Victoria Q. Caparas	Ron Johnson: A Career in Retail. HBS No. 516016.			ICA #1 due on Sep 24 at 6PM	
Session 3 September 26, 2025: 6:00pm-7:30pm	Managing Innovation – Bridging Gaps for Sustainable Growth	Read the article.	Ma. Victoria Q. Caparas		Tushman, M., Nadler, D. (1986). Organizing for Innovation. California Management Review. Available in EBSCO.		LR#2 due on Sep 27	Reflect on a chosen prompt and complete your leadership reflection.
Session 4 September 29, 2025: 6:00pm-7:30pm	Designing the Change Process	Read pages 1-10 (case narrative) and refer to pages 11-14 (exhibits).	Ma. Victoria Q. Caparas	Language and Globalization: "Englishnization" at Rakuten (A). HBS No. 412002.			ICA #2 due on Sep 29 at 6PM	
Session 5 October 1, 2025: 6:00pm-7:30pm	Frameworks for Change		Ma. Victoria Q. Caparas				LR#3 due on Oct 2	Reflect on a chosen prompt and complete your leadership reflection.
Session 6 October 3, 2025: 6:00pm-7:30pm	Delivering Change: Implementing Decisions Effectively	Read pages 1-9 (case narrative) and refer to pages 10-14 (exhibits).	Ma. Victoria Q. Caparas	Cynthia Carroll at Anglo American (A). HBS No. 414019.			ICA #3 due on Oct 3 at 6PM	

Session 7 October 6, 2025: 6:00pm- 7:30pm	Implementing Decisions – Rollout, Timing, and Key Implementation Steps		Ma. Victoria Q. Caparas				LR#4 due on Oct 7	Reflect on a chosen prompt and complete your leadership reflection.
Session 8 October 8, 2025: 6:00pm- 7:30pm	Delivering Change: Creating Buy-in	Read pages 1-12 (case narrative) and refer to pages 13- 18 (exhibits).	Ma. Victoria Q. Caparas	Toby Johnson (A): Leading after School. HBS No. 410103.			ICA #4 due on Oct 8 at 6PM	
Session 9 October 10, 2025: 6:00pm- 7:30pm	Implementation Steps and Sequencing		Ma. Victoria Q. Caparas		Kotter, J. P. (2007). Leading change: why transformation efforts fail. HBR. Available in EBSCO.		LR#5 due on Oct 11	Reflect on a chosen prompt and complete your leadership reflection.
Session 10 October 13, 2025: 6:00pm- 7:30pm	Bringing it All Together: Evaluating Change	Read pages 1-8 (case narrative) and refer to pages 9-14 (exhibits).	Ma. Victoria Q. Caparas	Jean-Claude Biver (A): The Reemergence of the Swiss Watch Industry. HBS No. 415031.			ICA #5 due on Oct 13 at 6PM	

Required References

Groysberg, B., Danford, L., Lodge, A. Sayles, T. (Revised 2018). Toby Johnson (A): Leading after School. HBS No. 410103. Harvard Business Publishing.

Mukunda, G., Mazzanti, L. Sesia, A. (Revised 2021). Cynthia Carroll at Anglo American (A). HBS No. 414019. Harvard Business Publishing.

Narayandas, D., Margolis, J.D. Raffaelli, R. L. (Revised 2017). Ron Johnson: A Career in Retail. HBS No. 516016. Harvard Business Publishing.

Neeley, T. (Revised 2013). Language and Globalization: "Englishnization" at Rakuten (A). HBS No. 412002. Harvard Business Publishing.

Raffaelli, R. (Revised 2018). Jean-Claude Biver (A): The Reemergence of the Swiss Watch Industry. HBS No. 415031. Harvard Business Publishing.

Additional References

Kotter, J. P. (2007). Leading change: why transformation efforts fail. Harvard Business Review, 85(1), 96. <https://research.ebsco.com/linkprocessor/plink?id=e5fe79d9-9645-3da7-834e-be7965417e3e>

Tushman, M., Nadler, D. (1986). Organizing for Innovation. California Management Review, 28(3), 74–92. <https://research.ebsco.com/linkprocessor/plink?id=2331f184-180e-34d7-a948-122aa9164768>