**Global Network for Advanced Management**

**MBA and AMBA**

**School Year 2025 - 2026**

**Course Outline**

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

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| **Faculty Name** | Ma. Victoria Q. Caparas |  |  |
| **Email Address** | mcaparas@aim.edu |  |  |
| **Consultation Hours** |  |  |  |

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| --- | --- |
| **Program Staff** | Tria, Juno Gabriel T. |
| **Email Address** | jtria@aim.edu |
| **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:**

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| 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. |
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**D. Course Contribution to Program Learning Goals and Objectives**

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| **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 |
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**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**

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

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| 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 February 24, 2026: 6:00pm-7:30pm | Introduction to the Course |  | Ma. Victoria Q. Caparas |  |  |  | LR#1 due on Feb 25 | Reflect on a chosen prompt and complete your leadership reflection. |
| Session 2 February 26, 2026: 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 Feb 26 at 6PM |  |
| Session 3 March 3, 2026: 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 Mar 4 | Reflect on a chosen prompt and complete your leadership reflection. |
| Session 4 March 6, 2026: 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 Mar 6 at 6PM |  |
| Session 5 March 10, 2026: 6:00pm-7:30pm | Frameworks for Change |  | Ma. Victoria Q. Caparas |  |  |  | LR#3 due on March 11 | Reflect on a chosen prompt and complete your leadership reflection. |
| Session 6 March 12, 2026: 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 Mar 12 at 6PM |  |
| Session 7 March 17, 2026: 6:00pm-7:30pm | Implementing Decisions – Rollout, Timing, and Key Implementation Steps |  | Ma. Victoria Q. Caparas |  |  |  | LR#4 due on Mar 18 | Reflect on a chosen prompt and complete your leadership reflection. |
| Session 8 March 19, 2026: 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 Mar 19 at 6PM |  |
| Session 9 March 24, 2026: 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 Mar 25 | Reflect on a chosen prompt and complete your leadership reflection. |
| Session 10  March 26, 2026: 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 Mar 26 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>