

**MODULE TITLE:**

Leading and Managing Change in the  
Tourism and Hospitality Industry

**RESPONSIBLE FOR THE MODULE:**

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CO-INSTRUCTORS		

**HOURS** (*per week*):
**LANGUAGE OF TEACHING:**

GREEK [ ]

ENGLISH [v]

**AIM OF THE MODULE** (*content and acquired skills*)

This module aims to help trainers in hospitality and tourism organizations, and in other organizational settings at large, to lead and manage change both for the guests (i.e. customers) to go fit, adding exercise and good nutrition habits to their lives, but also for the people that trainers work with (e.g. supervisor, subordinates, team members, etc.). In summary, the module can be used for both cases, since a number of issues raised and recommendations made when discussing change management are similar for guests and employees. What is important to highlight is that any change management situation is a process with different phases that should put people at its centre at all times. A people oriented approach will help trainers to promote the desired changes to the targeted audience (guests or employees), communicate the need for change to them, convince people to take part in it as early as possible and finally support them in many ways at different stages.

**MODULE CONTENTS** (*outline – titles of lectures*)

1. Key challenges
2. Change Management Style
3. Adoption Curve
4. Reaction Cycle
5. Kotter's 8 steps

**TEACHING METHOD** (*lectures – labs – practice etc*)

Lectures and practical application



### LEARNING OUTCOMES

Upon the completion of this module the student will be able to:

1. understand what context-sensitive approach to change means
2. identify three main challenges when managing change
3. adopt different change management styles
4. understand how the adoption curve works
5. appreciate the reaction cycle
6. follow Kotter's 8 steps

### LEARNING OUTCOMES - CONTINUED

<i>Learning Outcomes</i>	<i>Educational Activities</i>	<i>Assessment</i>	<i>Students Work Load (hours)</i>
The students will be able to understand what context-sensitive approach to change means	Lectures, slides, examples and discussion, study at home	Assignments	
The students will be able to identify three main challenges when managing change	Lectures, slides, examples and discussion, study at home	Assignments	
The students will be able to adopt different change management styles following Kotter's 8 steps	Lectures, slides, examples and discussion, study at home	Assignments	
The students will be able to understand how the adoption curve works and the reaction cycle develops	Lectures, slides, examples and discussion, study at home	Assignments	
		<b>TOTAL</b>	

### OBLIGATORY & SUGGESTED BIBLIOGRAPHY:

1. Ford, J.D., Ford, L.W. and D'Amelio, A. (2008) Resistance to change: The rest of the story, *Academy of Management Review*, 362-377
2. Vermeulen, F., Puranam, P. and Gulati, R. (2010) Change for change's sake, *Harvard Business Review*, June, pp.71-76
3. Sull, D.N. (1999) Why good companies go bad, *Harvard Business Review*, July-August,



pp.42-52

4. Kegan, R. and Lahey, L. (2001) Real reason people won't change, *Harvard Business Review*, November