Code	M17VZB05E	ECTS Credit	6	HUN Credit	6

Module Title:	**CHANGE MANAGEMENT**

Term:	**spring**

Module Lecturer:	**Mariann Benke** assistant lecturer	**Office Hours:**	Thursday 1:00-2:00 PM B223 office
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Short Description:	Change Management is an area of management studies re-evaluating, synthesizing, and applying existing knowledge. The core aim of the course is to make students exercise managerial decision-making skills, to provide knowledge and skills for them to become change agents in organizations.		

Sessions (weeks)	
(The schedule is tentative, and subject to change.)	
1. 4 Feb	Requirements, introduction Organizations and their changing environments Case study / practical task
2. 11 Feb	The nature of organizational change Case study / practical task
3. 18 Feb	Organizational structure, design and change Case study / practical task
4. 25 Feb	Culture and change Case study / practical task
5. 4 Mar	Hard systems models of change Case study / practical task
6. 11 Mar	Company visit
7. 18 Mar	Soft systems models of change Case study / practical task
8. 25 Mar	Individual, Interpersonal, and Group Process Approaches Case study / practical task
9. 1 Apr	Company visit or Guest lecturer Practical task
10. 8 Apr	Spring break (no lesson)
11. 15 Apr	Guest Lecturer Case study / practical task
12. 22 Apr	Reading week (no lesson)
13. 29 Apr	Deadline of submitting individual papers (10 points) Presentations of individual reports (5 points)

14. 6 May	Presentations of individual reports (5 points)
	Final exam in Exam period
Rationale Including Aims:	The course aims at improving students' already existing knowledge in management and forces them to apply these to complex situations. Tasks will improve their ability of working in groups and communication and presentations skills, especially in novel and challenging situations. Concepts and theories will be critically analysed, and existing knowledge will be applied to higher level problems, this way analytical and synthesizing skills will be improved.
Learning Outcomes: **Knowledge**	Master level knowledge about change and organization development. Students will be able to: • evaluate theories and apply them to real life situations. • comprehend the effect of change on organizations and individuals. • use their knowledge to improve organizational efficiency and effectiveness.
Learning Outcomes: **Skills**	• Capability of analysing complex situations and identifying key turning points in them. • Ability of designing and carrying through both simple and complex change efforts. • Development of human skills. • Aiding people in threatening situations. • Ability of leading in difficult times.
Teaching and Learning Strategies:	Classes will be separated to two parts: in the first part a lecture will be provided about the main topic, then in the second half either an exercise will be given or a case study will be analysed in class relevant to the topic. Students are expected to read material before class. To enhance practical skill building, role plays, videos and discussion groups will be used.
Assessment Scheme:	Total points (100) consists of: • Class work (case studies solutions) = 35 points (only the best 5 of 8 case study solutions are counted: 5x7 points). The cases will be distributed on the lessons. • Individual paper = 15 points (written report 10 points + presentation 5 points). There is no obligation to deliver PPTs for the presentation. • Written exam = 50 points Evaluation: • 0%-50%: fail (1) • 50.01%-60%: pass (2) • 60.01%-75%: fair (3) • 75.01%-88%: good (4) • 88.01%-100%: excellent (5) Maximum 20% missing (3 classes) is acceptable.
Requirements of individual paper	Focus: Change management and your dissertation topic. (If your dissertation topic is nothing to do with change management, you can choose another case.) Theoretical background: 3-4 references from world-leading journals or books.

	Length: 10-13 pages (Times New Roman 12, 1.5 linespacing) with the following suggested structure: • theories used 2-3 pages, • discussion on the change topic (either macro or micro aspect is acceptable) 6-7 pages, • recommendations 2-3 pages. In the paper please use theories discussed during the semester, mainly the soft and the hard systems models of change. Other theories discussed during the semester (structure, culture analysis, etc) can also be used. You can use one or more theories in your paper. Submission: electronically in e-mail to benkem@ktk.pte.hu or take the file with you to the lesson. No need for a printed copy. Verbal presentation should be a short summary of your paper. Presentations will be scheduled individually to the last two lessons two lessons of the semester. Plagiarism is not acceptable! Evaluation consists of the paper and the presentation together: • Written paper: max. 10 points (in case of one week late submission the maximum points can be 50%=5 points after one week the paper is unacceptable) • Presentation: max. 5 points
Core Learning Materials:	• Senior, Barbara – Swailes, Stephen: Organisational Change. 5th Edition. Prentice Hall, 2016. (previous editions after 2002 are acceptable) • Cummings, Thomas G. – Worley, Christopher G.: Organizational Development and Change. 10th Edition. Cengage Learning, 2014 (or 9th Edition. South Western, 2009) • Slides of the lectures.
Optional Learning Material:	• It is suggested that students follow Harvard Business Review's actual managing change articles in the given semester. • Carnall, C.: Managing Change in Organizations. 6th Edition. Prentice Hall, 2014