

SYLLABUS

Course basic data	
Academic unit:	Faculty of Truism and Environment
Course title:	Change management
Level:	Master
Course status:	Mandatory
Year of study:	II
Number of hours per week:	3
Value in credits – ECTS:	5
Time / location:	
Course leader:	Prof. As. Dr. Arbresha Meha
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Course description	
Course description	The course Change Management provides students with an introduction to principles of managing change in organizations including different thinking styles regarding change management, the basic principles that apply to any complex change process, and practical application on how to work with individuals, teams, and organizations to master change. The course will critically review current theory and practice to create change management strategies and plans that increase adoption and usage in critical change projects and initiatives.
Course aims:	The aim of the course is to prepare students with the necessary knowledge on the change management process, the challenges to change, the models to be followed to manage change, future change initiatives, and communication strategies related to change and consolidation of change in organization. The aim is that students become familiar with the types of change initiatives, processes, tools and assessments to apply to projects and organizations, as well as building individual and organizational change management skills.
Learning outcomes:	<p>Upon the successful completion of this course the student will be able to:</p> <ul style="list-style-type: none"> • explain what change is, why it is challenging for organizations, identify common changes that organizations face and describe the role of internal and external forces on organizational change; • describe approaches for managing and facilitating change in organizations and explain the importance of using a model in the change process; • develop managerial skills and competencies for

	<p>each stage of the change management process</p> <ul style="list-style-type: none"> understand the fundamental differences between evolutionary and revolutionary approaches to managing organizational change. 		
Contribution in Student's learning (should correspond with Students learning outcomes)			
Activity	Hrs	Days/weeks	Total
Lectures	2	15	30
Theory/Lab exercises	1	15	15
Practical work			
Contact hours/consultations with lecturer	2	4	8
Exercises in the field (study visits)	4	1	4
Tests, seminars			
Home work			
Student's independent study time (library or home)	3	15	45
Final preparation for exam	6	3	18
Time spent during assessment (tests, quizzes, final exam)	2	1	2
Projects, presentations, etc.	3	1	3
Total			125
Teaching methodology:	<p>The course will take place in duration of 15 weeks, with 2 hours lectures per week, where the theoretical concepts will be treated and explanation will be provided about change management, and 1 hour in class group exercises. The exercises will be held in group where the real case studies will be analyzed and discussed in group. This way of organizing the exercises will help students to acquire the theoretical concepts and connect theory and practical aspects in building individual and organizational change management skills. Students will be subject to assessment at the end of the full cycle of this course with case assignment and in-class exam.</p>		
Assessment methods:	<p>Exam 60% (Final exam will be comprised by different multiple choice and open questions) Case assignment 40% (a case study analysis).</p>		
List of references			
Basic literature:	<ol style="list-style-type: none"> Ian Palmer, Richard Dunford and Gib Akin "Managing Organizational Change: a multiple perspectives approach, 3rd edition, 2017. Sergio Caredda "Models: the ADKAR 		

	Change Management Model”, 2020
Additional literature:	1. Jeffrey Hiatt, Timothy Creasey “Change Management: The People Side of Change”, 2012.

Lectures timeline:	
Week	Lectures
Fist week:	Introduction to the basic concepts and the material to be lectured to; Assignment guidance (case study).
Second week:	Change management - concepts and approaches
Third week:	Change management process - ADKAR model
Fourth week:	Individual, group / team changes
Fifth week:	Organizational and strategic changes – the 3-phase process
Sixth week:	Promoters and opponents of change management
Seventh week:	Change management strategies and tactics
Eighth week:	Change management and Information technology
Ninth week:	Social responsibility in managing change
Tenth week:	Culture, politics and leadership change in organizations
Eleventh week:	Change management, process and unforeseen approaches
Twelwth week:	Implementing change
Thirteenth week:	Strategies and skills for communicating change
Fourteenth week:	Sustainability and effective change management
Fifteenth week:	Review of course and preparation for the final exam

Academic policies and rules of conduct:
Regular attendance, maintaining the order and active engagement in dialogue during lectures and exercises is compulsory.