

SYLLABI

Basic data of the subject	
Academic unit	Faculty of Management
Subject	Change management
Level	Bachelor
Course status	Obligatory
Year of studies	III
Semester	V
Number of hours per week	3
Value of credits - ECTS	5
Time/ Location	USHAF
Course lecturer	Prof. Ass. Arben Terstena
Contact details	arben.terstena@ushaf.net
Course description	
Course description	This course focuses on the process of change and the systemic approach to change, defining change management, effects on the organization and the impact of psychological factors, Types of organizational change, Changes and their resistance, Techniques for generating creative ideas for change, Models of change processes. Individual, group / team, organizational and strategic changes, Creating opportunities for change. Culture, politics and leadership of change in organizations, Leading the dynamics of policies for change. Developing an innovative culture.
Course objectives	
Course objectives	The aim of the course is how to remain competitive in the market, which is becoming more and more aggressive, having a positive approach to change. Taking a proactive approach, in a process of change, is the only opportunity for the future, both for organizations and individuals. Therefore, the survival of an organization in the market, depends entirely on the strategy of its change.
Expected learning outcomes	
Expected learning outcomes	<p>Upon successful completion of the module, the student must:</p> <ul style="list-style-type: none"> • Gain basic knowledge for change management in the enterprise, • Understand the importance of positive change in terms of positive business in the enterprise, • Identify the types of change in the enterprise, • Interprets together with the team the result expected from the change, • Analyze the impact of change management on the enterprise's business and the difference between other managements, • Possess skills for examining the attributes of different change management styles, • Develop knowledge about different theories and practices of change management models, • Implement together with the team in the enterprise the dynamic culture of change,
Contribution to the student load (which must correspond with learning outcomes)	

Activity	Hours	Days/Weeks	Total
Lectures	2	15	30
Theoretical exercises / laboratory	1	15	15
Internship	5	1	5
Contacts with teacher / consultations			
Field exercises			
Midterm, seminars and projects.	2	2	4
Homework	2	5	10
Studying (at the library or at home)			40
Final preparation for the exam	2	5	10
Time spent on evaluation (tests, quiz and final exam)	3	2	6
Projects and presentations	1	5	5
Total			125
Teaching methodology			
Teaching methodology	Interactive lectures with students on the topics taught, orientation in the elaboration of the material taking study cases which will be discussed in groups, learning based on a problem presented, presentation in groups by students and role play, practical lessons for subject and commitment for the student to present the knowledge gained during the lecture. Lectures are organized according to the principle of presentation of theoretical concepts with power points, discussions and presentations of students and case studies. Students will be given selected articles or papers to read and discuss in lectures and exercises.		
Assessment methods			
Assessment methods	Assessment method (Criteria): 10 points - engagement in lectures and attendance, 30 points - seminar paper (essay), essay, case study, research project, 60 points - from two Written Tests (out of 30 points) or the Final Exam The student has the right to take the Test directly (written / oral test) - the test contains min. 5 questions, The student passes the exam if he collects 50 points from all the evaluation criteria,		
Teaching tools			
Teaching tools	Whiteboard, Internet, wireless, computer, projector, PowerPoint, etc.		
Theory vs. practice ratio			
Theory vs. practice ratio	70% Theory 30% Practice work with case studies Seminar paper, case studies, essays or research project		
Literature			
Basic literature			
Basic literature	1. Thomas Lauer, 2021, Change Management: Fundamentals and Success Factors, Springer Nature, Berlin 2. Rowland, D. & Higgs, M. (2008). Sustaining change: Leadership that works. San Francisco: Jossey-Bass.		
Additional literature			
Additional literature	1. Kotter, J. P. & Cohen, D. S. (2002). The heart of change: Real life stories of how people change their organizations. Boston		

MA: Harvard Business School Publishing	
Designed learning plan	
Week	Lecture
Week one	Presentation - introducing students to the syllabus of the course, The role and meaning of change in the organization,
Week two	Define change management, effects on the organization and the influence of psychological factors
Week three	Types of changes in the enterprise / organization,
Week four	The process of change in the enterprise
Week five	Techniques for generating creative ideas for change
Week six	Change management process
Week seven	Test I-First Intermediate Assessment
Week eight	Concepts and approaches to change management
Week nine	Individual, group / team, organizational and strategic changes
Week ten	Change management strategies and tactics
Week eleven	Social responsibility in managing change
Week twelve	Culture, politics and leadership change in organizations
Week thirteen	Corporate change management
Week fourteen	Change management and organizational development
Week fifteen	Test II-Second intermediate evaluation
Academic policies and rules of conduct	
The student is required to attend the lectures regularly and to have appropriate behavior towards the colleagues and the staff of the University, as well as to maintain order in the classroom and actively participate in lectures and exercises.	