

Annex N.3		Course Program Undergraduate - I (First) study cycle			
1.	Course title	Change Management			
2.	Code	MGT 440			
3.	Study program	Management and Entrepreneurship			
4.	Organizer of the study program (university unit i.e. institute, chair, department)	Ss. Cyril and Methodius University in Skopje Faculty of Economics - Skopje Chair of Management			
5.	Level (first, second, third cycle)	First			
6.	Academic year / semester	2022/23 Fourth year / second semester	7.	Number of ECTS credits	7,5
8.	Professor	Prof. Leonid Nakov PhD			
9.	Preconditions for enrolment	None			
10.	<p>Objectives of the course program (competencies): After completing the methodological and empirical part of the teaching, students should manifest ability to:</p> <ul style="list-style-type: none"> • Prepare managerial decisions for the momentum, nature and depth of the need for organizational changes; • Identify and manage stimulating forces and opposers to changes at individual, group/team and organizational level; • Develop managerial skills and competencies for various phases of the change management process; • Understand differences between evolutionary and revolutionary approaches to managing organizational changes; • Identify the diversified application of the strategies and tactics for managing changes, according to the life cycle phase and relationship to external environment; • Apply the IT based changes and social responsibility with changes; • Identify the mutual connectiveness and dependance of change management and organizational development 				
11.	<p>Course content:</p> <ol style="list-style-type: none"> 1. Character and evolutionary development of change management. 2. Individual, group/team and organizational changes. 3. The role of managers in resistance to changes and methods for managing the resistance to changes 4. Strategic change management methods (evolutionary, process, open-systems theory methods and other methods) 5. Strategies and tactics for change management 				

	6. Information technologies in function of change management 7. Organizational culture, politics and leadership of organizational changes 8. International methodologies and research networks of changes 9. Changes and organizational development				
12.	Learning methods: Interactive PPT lectures, team work, guest speaker, case study analyses, preparing and presenting project work				
13.	Total hours	225			
14.	Allocation of hours per activities	60+30+30+15+90			
15.	Types of teaching activities	15.1.	lecture – theoretical part	60	
		15.2.	Exercises (seminars)	30	
16.	Други форми на активности	16.1.	Project work	30	
		16.2.	Individual work	15	
		16.3.	Homework and study assignments	90	
17.	Grading method:				
	17.1.	Tests	60		
	17.2.	Individual work/project (presentation: written and oral)	30		
	17.3.	Attendance and class participation	10		
18.	Grading scale		less than 50 points	5 (five) (F)	
			from 51 to 60 points	6 (six) (E)	
			from 61 to 70 points	7 (seven) (D)	
			from 71 to 80 points	8 (eight) (C)	
			from 81 to 90 points	9 (nine) (B)	
			from 91 to 100 points	10 (ten) (A)	
19.	Preconditions for taking the final exam	Realized activities from points 15 (15.1, 15.2) and 16 (16.1, 16.2 and 16.3)			
20.	Language	Macedonian (or English)			
21.	Evaluation method	Internal evaluation and survey			
22.	Literature				
	22.1.	Compulsory Literature			
		No.	Author	Title	Publisher
		1.	Наков Леонид	<i>Менаџмент на промени, учебник во подготовка</i>	Економски Факултет – Скопје, УКИМ
		2.	Esther Cameron & Mike Green	<i>Making sense of Change Management: A Complete Guide to Models, Tools</i>	Kogan Page Publ.
			Year	2021	

				<i>and Techniques of Organizational Change, 5 Ed.</i>		
	3.	Holt Douglas	“Cultural Innovation: The Secret to Building Breakthrough Businesses” in <i>Harvard Business Review</i>	Harvard Business School, Harvard University	2020, September-October	
22.2.	Additional Literature					
	No.	Author	Title	Publisher	Year	
	1.	Hayes John	<i>The Theory and Practice of Change Management, 5 Ed.</i>	Red Globe Press	2020	
	2.	Cawsey F. Tupper, G.Deszca & Cynthia Ingols	<i>Organizational Change, an Action Oriented Approach, 4 Ed.</i>	Sage Publ, London	2019	