

Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	Change Management			
2.	Code	MGT520			
3.	Study programme	MBA Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Ss. Cyril and Methodius University in Skopje (UKIM) Faculty of Economics – Skopje,			
5.	Level (first, second, third cycle)	Second (II) study cycle			
6.	Academic year / semester	2022/23/first	7.	Number of ECTS credits	6
8.	Professor	Prof. Leonid Nakov, Ph.D.			
9.	Preconditions for enrolment	Finished first cycle of studies of minimum 240 ECTS credits			
10.	<p>Learning objectives (competences):</p> <p>After completing the subjects, the students need to be able to accomplish:</p> <ul style="list-style-type: none"> ✓ Prepare managerial decisions for the current state, nature, and the depth of the need for organizational changes; ✓ Recognize and manage the forces for, as well as cope with the forces against the changes, at individual, group/team, and organizational level; ✓ Develop managerial skills and abilities for each phase of the change management process; ✓ Understand the basic differences between managing evolutionary and revolutionary modalities of organizational changes; ✓ Identify the different usage of the strategies and tactics for managing changes, according to the phase of the life cycle and relationship with the environmental environment; ✓ Master the usage of the information technologies and the social responsibility in managing changes; ✓ Perceive the inter-connectedness and inter-dependence of change management and organizational development. 				
11.	<p>Course content:</p> <ol style="list-style-type: none"> 1. Defining and character of change management 2. Evolutive development of the thought for changes in organizations 3. Role of managers in managing changes 4. Individual, group/team and organizational changes 5. Resistance and methods for managing resistance to changes 6. Categories of methods for strategic change management 7. Change management process 8. Strategies and tactics for managing changes 9. Information technologies in function of changes 10. Culture, politics and leadership of organizational changes 11. Social responsibility and changes 12. Changes and organizational development 				
12.	Learning methods: Integrating lectures with Power Point presentations, empirical case study project presenting, guest speaker, individual and team project work, consultative teaching				
13.	Total hours	6 ECTS x 30 learning hours = 180 classes			
14.	Allocation of hours per activity	24+16+40+10+90 = 180 classes			
15.	Types of teaching activates	15.1.	Lectures – theoretical teaching	24	
		15.2.	Consultative lecturing and exercises (laboratory, auditory), seminars, teamwork	16	

16.	Other types of activities	16.1.	Project assignments	40		
		16.2.	Individual assignments	10		
		16.3.	Self- study	90		
17.	Grading method 60+30+10 = 100 points					
17.1.	Tests		60 points			
17.2.	Individual task / project (presentations: written and oral)		30 points			
17.3.	Attendance and participation		10%			
18.	Grading scale	Below 51%		5 (five) (F)		
		51-60%		6 (six) (E)		
		61-70%		7 (seven) (D)		
		71-80%		8 (eight) (C)		
		81-90%		9 (nine) (B)		
		91-100%		10 (ten) (A)		
19.	Preconditions for taking the final exam	Realized activities from items 15 and 16				
20.	Language	Macedonian				
21.	Evaluation method	Internal evaluation and survey				
22.	Literature					
	22.1.	Mandatory literature				
		No.	Author	Title	Publisher	Year
		1.	Nakov Leonid	<i>Change Management, study material</i>	UKIM, Faculty of Economics - Skopje	2021
		2.	Esther Cameron & Mike Green	<i>Making sense of Change Management: A Complete Guide to Models, Tools and Techniques of Organizational Change, 5 Ed.</i>	Kogan Page Publ.	2019
		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
		Additional literature				
	22.2.	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

		3.	Edwards Kasper	“A Model of Cascading Change: Orchestrating Planned and Emergent Change to Ensure Employee Participation” in <i>Journal of Change Management</i>	Taylor & Francis Group Publ.	2020, Issue 4
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