

Annex No. 3		Second Cycle Studies Subject Programme			
1.	Title of subject	Change Management			
2.	Code	MGT520			
3.	Study programme	MBA in Strategic Human Resource Management			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	UKIM, Faculty of Economics – Skopje, Department of Management			
5.	Level (first, second, third cycle)	Second (II) study cycle			
6.	Academic year / semester	2021/2022, 2 nd semester (summer)	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>Course Competencies:</p> <p>After completing the subject, students need to be able to:</p> <ol style="list-style-type: none">1. Prepare managerial decisions for the current state, nature, and the depth of the need for organizational changes;2. Recognize and manage the forces for, as well as cope with the forces against, change, at individual, group/team, and organizational level;3. Develop and further implement managerial and leadership skills and abilities for each phase of the change management process;4. Understand the basic differences between managing evolutionary and revolutionary modalities of organizational changes;5. Identify and manage with the most applicable change management model, with respect of the particular internal and external environment;6. Learn the different usage of the strategies and tactics for managing change, according to the phase of the life cycle, environmental constraints, and developmental goals;7. Master the usage of information technologies and social responsibility in managing change;8. Perceive the inter-connectedness and inter-dependence of change management and organizational development. <p>Student Learning Objectives (SLOS):</p> <p>SLO 1.5: Apply scholarly knowledge to prepare and assess changes required at organizational and human resource, particular management decisions, and implement them in various organizational setting, aimed at solving particular business developmental challenges</p> <p>SLO 2.3: Identify the most appropriate and applicable individual or combined change management technique in order to solve an identified organizational change management problem at various organizations/institutions, as well as utilizing tools in order to harmonize prospective management and employee change management challenges and opportunities</p> <p>SLO 3.1: Articulate and communicate integrated change ideas, thoughts and recommendations, thoroughly and concisely, to interested business sector representatives</p>				
11.	Subject methods: Integrating theory with applicative explanations, challenging contemporary managerial problems, pro-active diagnosis of institutional change management phase, bench-marking of change management models				
12.	Learning methods: Interactive lectures with PPT and video presentation (pre-recorded and simultaneous), individual and team project topic research and presentation, change management educational videos, guest speaker, case study business analyses				
13.	Total hours	6 ECTS x 25 learning hours = 150 classes			
14.	Allocation of hours per activity	Core activities (lectures and tutorials) 40 Other activities (project and individual assignments) 110			
15.	Types of teaching activates	15.1.	Lectures – theoretical teaching 12 weeks * 2 = 24		24

		15.2.	Tutorials (laboratory, auditory), seminars, teamwork	16		
16.	Other types of activities	16.1.	Project assignments	40		
		16.2.	Individual assignments	30		
		16.3.	Self- study	40		
17.	Grading method					
	17.1.	Tests - Writing Assignment, Short Answer Exam, Multiple Choice Exam, Quizzes		40%		
	17.2.	Individual and Group tasks / projects (assignments: written and oral) - Case Analyses, Group Case Presentations, Group Consulting Projects, Team Application Exercise		50%		
	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		English			
21.	Evaluation method		Student questionnaire and other methods for continual self-evaluation			
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	2020
		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
	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

		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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