



## Syllabus Course Program



# STRATEGIC CHANGE MANAGEMENT

**Specialty**

073 – Management

**Educational program**

International business

**Level of education**

Master's level

**Semester**

1

**Institute**

Institute of Education and Science in Economics,  
Management and International Business

**Department**

Management (204)

**Course type**

Special (professional), Mandatory

**Language of instruction**

English

## Lecturers and course developers

**Olena Prokhorenko**

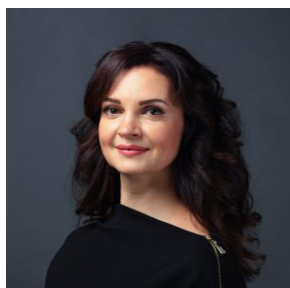
[Olena.Prokhorenko@khpi.edu.ua](mailto:Olena.Prokhorenko@khpi.edu.ua)

PhD in Economic Sciences, Associate Professor, Head of Department of Management

Authored and co-authored over 60 scientific and methodological publications. Senior lecturer of courses “Strategic Change Management”, “Self-Management”, “Business Diagnostics”

More about the lecturer on the department's website

<https://web.kpi.kharkov.ua/mto/about/staff/prokhorenko-2/>

**Коптєва Ганна Миколаївна**

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д.е.н, професор, професор кафедри менеджменту НТУ “ХПІ”

автор і співавтор понад 250 наукових і методичних публікацій. Провідний лектор з дисциплін: «Основи наукових досліджень», «Стратегічний менеджмент», «Основи менеджменту», «Бізнес-етика і соціальна відповідальність»

<https://web.kpi.kharkov.ua/mto/about/staff/kopteva-2/>

## General information

### Summary

The course is aimed at students mastering the principles and methods of managing strategic changes in the organization, namely the factors that determine the need for changes, strategies and tactics for implementing changes, overcoming resistance to changes

### Course objectives and goals

The goal of the course is to reveal the theoretical and methodological foundations and practical tools of strategic change management as the basis of effective strategic management. The main emphasis in the formation of the content of the course is made on highlighting the aspects of change management closest

to practice in view of the general systemic understanding of the process of strategic management of the enterprise.

The course tasks are following:

- research of modern theories of change management and possibilities of their practical application;
- mastering the methods of evaluating external drivers of change and the strategic potential of change;
- familiarization with the mechanisms of assessment, mitigation and elimination of resistance to strategic changes at enterprises;
- outlining the role of corporate culture and mastering the tools of its development in conditions of strategic changes;
- mastering modern methods of strategic change management

### **Format of classes**

Interactive lectures, Workshops, Consultations, Self-study, Individual task. The final control is exam.

### **Competencies**

GC04. The ability to motivate people and to move towards a common goal.

GC06. The ability to generate new ideas (creativity).

GC1. The ability to choose and use relevant management concepts, methods and tools, in particular those corresponding to the set goals and international standards

GC2. The ability to define values, vision, mission, goals and the criteria, which can be used by an organization for choosing directions for future development, to create and implement corresponding strategies and plans

GC4. The ability to efficiently use and develop organizational resources.

GC 9. The ability to analyze and structure organizational problems, make effective organizational decisions and ensure their implementation

GC 10. The ability to manage an organization and its development

### **Learning outcomes**

LO 01. To critically assess, select, and use appropriate scientific, methodological and analytical tools for managing under conditions of unpredictability.

LO 02. To identify organizational problems and justify methods for solving them.

LO 03. To design effective management systems for organizations.

LO 05. To plan an organization's activities from both strategic and tactical perspectives.

LO 13 To be able to plan and provide informational, methodological, material, financial and staffing support for an organization (unit)

### **Student workload**

The total volume of the course is 150 hours (5 ECTS credits): Lectures - 32 hours, Workshops - 32 hours, self-study - 58 hours.

### **Course prerequisites**

The course is initial and it requires knowledge at the level of bachelor programme

### **Features of the course, teaching and learning methods, and technologies**

Presentations, discussions, workshops, case-based learning, individual and teamwork, research work, preparation the individual task on the base of independent research. Study materials are available to students through OneDrive, Google-classroom.

## **Program of the course**

### **Topics of the lectures**

Topic 1. Concepts, prerequisites and the need for changes

1. Concepts and components of changes in the business systems. 2. Influential factors. 3. Classification of changes in the organization.

Topic 2. Changes at different stages of the organization's life cycle

1. Characterization of life cycle concepts in the system of strategic management of the organization.

2. I. Adizes "PAEI" organizational model of changes in the managerial style. 3. The concept of "64 strategies" by V. Tarasenko.

Topic 3. Diagnosis of the need for changes

1. Analysis of organizational resources. 2. Analysis of the value chain. 3. GAP - analysis. 4. E. Goldratt's theory of limitations.

Topic 4. Preparation for changes

1. Stakeholders and participants in strategic changes. 2. Basic skills and qualitative characteristics of team members. 3. Motivation to change. 4. Requirements for the structure of the organization in preparation for changes. 5. Readiness control.

Topic 5. Strategies for making changes

1. Classification of change implementation strategies. 2. Theory "E" and theory "O" of changes implementation. 3. Strategic continuum.

Topic 6. The process of implementing changes in the organization

1. Kurt Lewin's concept. 2. John Kotter's change management model. 3. ADKAR model. 4. Factors affecting the process of organizational changes.

Topic 7. Changes in the organizational structure

1. Diagnosis of structural problems. 2. Implementation of restructuring. 3. Modern directions of development of organizational design. 4. Integration and outsourcing as methods of managing business structures.

Topic 8. Changes in the resource base

1. The essence and types of resources and competencies of the organization. 2. Prioritization of resource placement. 3. Management of organizational competencies. 4. Borrowed work as a method of competence management (Outstaffing).

Topic 9. Psychological aspects of change management

1. Psychological state and adaptation of employees to changes. 2. Organization of interactions between different groups of participants in the process of change.

Topic 10. Management of resistance to change

1. The essence of resistance to change and its causes. 2. Approaches to managing resistance to change.

Topic 11. Change of organizational culture

1. The essence and components of organizational culture. 2. Typology of organizational cultures. 3. Reforming organizational culture. The main mistakes.

Topic 12. Consolidation of the implemented changes and further development

1. Continuous and discrete changes. 2 People's ability to process continuous changes. 3 Implementation of continuous changes in the workplace.

## Topics of the workshops

Topic 1. Testing for readiness and perception of changes. Classification of changes in the organization. Choosing object of research for an individual task

Topic 2. Determination of the PAEI profile of future managers. Research on methods of determining the stages of the organizational life cycle.

Topic 3. Cases for SWOT, PEST, VRIO, GAP analysis.

Topic 4. Case consideration. Defining the object of change and building a matrix of stakeholders.

Topic 5. Case consideration on choosing a change strategy.

Topic 6. Case consideration. Building a Gantt chart. The main mistakes in the implementation of the change process. DICE method for assessment of changes success.

Topic 7. Case consideration. Advantages and disadvantages of different types of organizational structures. Reengineering as a method of business structure management. Determination of conditions and criteria for the introduction of outsourcing or integration in business-structures.

Topic 8. Case consideration . Outstaffing contract.

Topic 9. Case consideration. Determination of stages of perception of changes by participants. Stress resistance in the process of making changes. Discussions.

Topic 10. Movie "Resist to change is it obvious" Construction of the resistance matrix. Identification of potentially loyal and resistant employees.

Topic 11. Discussion "Why does culture eat strategy for breakfast?"

Topic 12. Workshop. Designing the development of the organization.

### Topics of the laboratory classes

no laboratory classes.

### Self-study

An individual task must be fulfilled by the student on the base of any enterprise. The main purpose is to characterize the changes that have taken place or are taking place now. The points of the plan should be considered briefly, in essence. Total volume of report should be no more than 15 pages.

Plan :

1. Name, form of ownership, activities, number of working personnel, financial status
2. Stage of life cycle
3. Preconditions of changes and diagnostics of their necessity
4. Identifying the object of change (it can be a business model, ownership structure, organizational design, technology, resource base , organizational culture, human resources, etc.)
5. Stakeholders and participants in strategic change
6. Assessment of motivation and degree of readiness for change
7. Description of the strategy of making changes.
8. Key steps in the implementation plan
9. Applied methods of overcoming resistance
10. Evaluate the effectiveness of the changes.

### Course materials and recommended reading

1. Managing change in organizations/ Colin A. Carnall,- Edinburg Gate. –2004. – 642 c.
2. Managing Change/ Bernard Burnes. – 2004. – 745p.
3. Organization Development and Change/ Edgar F. Huse. - 1985.- 582 p.
4. Michael Beer, Russell A. Eisenstat, and Bert Spector, "Why Change Programs Don't Produce Change," Harvard Business Review 68, no. 6 (November–December 1990): 7–12.
5. Richard Axelrod, "Democratic Approaches to Change Make a Big Difference in Turbulent Times," Harvard Management Update, November 2001, 3.
6. Hammer M, Champy J. Reengineering the corporation, HarberBusiness, A division of HarperCollinsPublisher, 1995/ - 330 c.
7. Адізес І. К. Управління змінами / І. Адізес; пер. з англ. Т. Семігіна. Київ: Book Chef, 2018. 640 с.
8. Choosing Strategies for Cnange//Harvard Business Review, 1979, vol. 57, № 2.
9. James C. Collins and Jerry I. Porras, "Building Your Company's Vision,"
10. John Kotter, "Leading Change: Why Transformation Efforts Fail," Harvard Business Review 73, no. 2 (March–April 1995): 66.
11. Kanter R.M., Stein B.A., Jick T.D. The Challenge of Organizational Change. New York et al., 1992.
12. Larry Alexander, "Successfully Implementing Strategic Decisions," Long Range Planning 18, no. 3 (1985): 91–97.
13. Прохоренко О.В., Брінь П.В. Управління аутсорсингом на промисловому підприємстві: монографія / О.В.Прохоренко, П.В.Брінь. – Харків, «Друкарня Мадрид», 2018. – 236 с

## Assessment and grading

### Criteria for assessment of student performance, and the final score structure

100% Final assessment as a result of final test (20%) and Continuous assessment (80%).

20% Final online test

80% Continuous assessment:

20% practical assessment (including problem sheets, case-studies);

30% individual task

30% term control (online quizzes).

### Grading scale

Total points	National	ECTS
90–100	Excellent	A
82–89	Good	B
75–81	Good	C
64–74	Satisfactory	D
60–63	Satisfactory	E
35–59	Unsatisfactory (requires additional learning)	FX
1–34	Unsatisfactory (requires repetition of the course)	F

## Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.

Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: <http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/>

## Approval

Approved by

Date, signature

**Head of the department**  
Olena PROKHORENKO

Date, signature

**Guarantor of the educational program**  
Taras DANKO