



Syllabus Course Program



Strategic change management

Specialty

073 – Management

Institute

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

Educational program

Business administration (in English)

Department

Management (204)

Level of education

Master's level

Course type

Mandatory, professional training

Semester

1

Language of instruction

English

Lecturers and course developers



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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/>

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 differentiated grade.

Competencies

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

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

SC2. 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

SC8. The ability to use psychological technologies for working with personnel

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

Learning outcomes

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

LO 06. To possess the skills in making, justifying, and ensuring the implementation of managerial decisions under unpredictable conditions, taking into account the requirements of the current legislation, ethical considerations and social responsibility

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 120 hours (4 ECTS credits): Lectures - 32 hours, Workshops - 16 hours, self-study - 72 hours.

Course prerequisites

The prerequisites for this course are knowledge and practical skills, demonstrated by successfully passing the Unified Professional Entrance Exam in Management and Administration (Order of the Ministry of Education and Science of Ukraine No. 157 dated February 11, 2022)

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, Teams.

Program of the course

Topics of the lectures

Topic 1. (Lecture 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. (Lectures 2-3) 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. (Lectures 4-5) 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 constraints.

Topic 4. (Lectures 6-7) 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. (Lecture 8) Strategies for making changes

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

Topic 6. (Lectures 9-10). 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. (Lecture 11) 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 8. (Lecture 12) Management of resistance to change

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

Topic 9. (Lecture 13) 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 10. (Lecture 14) 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 11. (Lecture 15) 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. Summing up and organizational development (lecture 16)

Topics of the workshops

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

Topic 2. Workshop 1. Determination of the PAEI profile of future managers. Research on methods of determining the stages of the organizational life cycle.

Topic 3. Workshop 2. Cases for SWOT, PEST, VRIO, GAP analysis.

Topic 4. Workshop 3. Case consideration. Defining the object of change and building a matrix of stakeholders.

Topic 5. Workshop 3. Case consideration on choosing a change strategy.

Topic 6. Workshop 4. 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. Workshop 5. Case consideration. Determination of stages of perception of changes by participants. Stress resistance in the process of making changes. Discussions.

Topic 8. Workshop 6. Movie "Resist to change is it obvious" Construction of the resistance matrix. Identification of potentially loyal and resistant employees.

Topic 9. Workshop 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 10. Workshop 7. Case consideration. Outstaffing contract.

Topic 11. Workshop 8. Discussion "Why does culture eat strategy for breakfast?" Summing up.

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 probability of change success & effectiveness of the changes.

Course materials and recommended reading

1. Hayes, J. (2022). The theory and practice of change management. Bloomsbury Publishing.
2. Bernard Burnes (2004). Managing Change. Pearson Education
3. Weiner, B. J. (2020). A theory of organizational readiness for change. In Handbook on implementation science (pp. 215-232). Edward Elgar Publishing.
4. Michael Beer, Russell A. Eisenstat, and Bert Spector, (1990) "Why Change Programs Don't Produce Change," Harvard Business Review 68, no. 6
5. Richard Axelrod (2001), "Democratic Approaches to Change Make a Big Difference in Turbulent Times," Harvard Management Update,
6. Kinicki, A., & Williams, B. K. (2020). Management: A practical introduction. McGraw-Hill.
7. Burke, W. W. (2023). Organization change: Theory and practice. Sage publications.
8. Ichak Adizes (1999) Managing Corporate Lifecycles. Prentice Hall Press
9. James C. Collins and Jerry I. Porras (1996) "Building Your Company's Vision," Harvard Business Review
10. John Kotter, "Leading Change: Why Transformation Efforts Fail," Harvard Business Review 73, no. 2 (March–April 1995): 66.
11. Johnson, J., Whittington, R., Regnér, P., Angwin, D., Johnson, G., & Scholes, K. (2020). Exploring strategy. Pearson UK.
12. Tidd, J., & Bessant, J. R. (2020). Managing innovation: integrating technological, market and organizational change. John Wiley & Sons.
13. Прохоренко, О., Брінь, П., & Ковшик, В. (2023). ЗАБЕЗПЕЧЕННЯ РЕЗУЛЬТАТИВНОСТІ ОРГАНІЗАЦІЇ ПРИ ПЕРЕХОДІ НА ДИСТАНЦІЙНУ ФОРМУ ПРАЦІ. Mechanism of an Economic Regulation, 3(101), 32-39. <https://doi.org/10.32782/mer.2023.101.05>

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



Head of the department
Olena PROKHORENKO

August 28, 2024

Guarantor of the educational
program



Pavlo BRIN

August 28, 2024