COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
CHANGE MANAGEMENT	

Lecturer(s)	Department(s) where the course unit (module) is delivered
Coordinator: Gediminas Baublys **Other(s): David Potter**	**Economics and Business Administration**

Study cycle	Type of the course unit (module)
Second	Compulsory

Mode of delivery	Period when the course unit (module) is delivered	Language(s) of instruction
Blended	1 semester (fall)	English

Requirements for students	
Prerequisites: None	Additional requirements (if any):

Course (module) volume in credits	Total student's workload	Contact hours	Self-study hours
5	**130**	**32**	**98**

Purpose of the course unit (module): programme competencies to be developed
Development of change management competencies: 1. Theoretical knowledge of the complexity of organisational development and changes as a dynamic interplay of organisational, technological, cultural and human factors. 2. Ability to apply a range of practical tools, methods and techniques for implementing sustainable change in business organisations.

Learning outcomes of the course unit (module)	Teaching and learning methods	Assessment methods
On completion of the module, students will be able to: 1. Conceptualise change management as a process. 2. Identify and accurately categorise change initiatives. 3. Understand a range of change management models, including the Lewin Change Model, Anderson and Andersons change model, Kotter's 8 step change model, Forcefield model, the Leavitt model. 4. Develop an appreciation of both, hard and soft, the business and people dimensions of change 5. Understand organisational development and change management relationship 6. Differentiate between different categories of change problems and select the leadership or management approach. 7. Differentiate and integrate alternative leadership theories relative to change management 8. Conceptualise and define organisational culture. 9. Understand and apply analytical tools to research culture at work.	1. Lectures 2. Compulsory and optional literature reading 3. Real-world case studies 4. Group discussions 5. Project preparation and presentation	1. Exam 2. Project preparation and presentation

10. Appreciate some of the fundamental aspects of a cultural change model and understand the role of the change agent within cultural change work.
11. Analyse the internal and external drivers and impact of change on the organisational system.
12. Interpret the different ways people respond to change and develop strategies to gain commitment and build stakeholder engagement.
13. Select and apply appropriate models of change.
14. Effectively utilise appropriate change methods, tools and techniques in planning, implementing and sustaining change.
15. Identify and address obstacles to achieving required change outcomes.

| Content: breakdown of the topics | Contact hours | | | | | | | | Self-study work: time and assignments | |
	Lectures	Tutorials	Seminars	Exercises	Laboratory work	Internship/work placement	E-learning	Contact hours	Self-study hours	Assignments
1. Making Sense of Change Management	5							5	13	Compulsory and optional literature reading and other sources of information analysis. Preparation for group discussions.
2. Leadership Skills for Change Leaders	5							5	13	Compulsory and optional literature reading and other sources of information analysis. Preparation for group discussions. Project preparation.
3. Cultural Change Management	4		2					6	14	Compulsory and optional literature reading and other sources of information analysis. Preparation for group discussions. Project preparation and presentation.
4. The Context and Meaning of Change	1							1	7	Compulsory and optional literature reading and other sources of information analysis. Preparation for group discussions.
5. Managing Change: a Process Perspective	2							2	6	Compulsory and optional literature reading and other sources of information analysis. Preparation for group discussions.
6. Evaluating Change Impact and Organizational Readiness	2		2					4	6	Compulsory and optional literature reading and other sources of information analysis. Preparation for group discussions. Project preparation.
7. Formulating the Change Management Strategy	2							2	8	Compulsory and optional literature reading and other

Topic										Self-study activities
										sources of information analysis. Preparation for group discussions. Project preparation.
8. Tools and Techniques for Planning Change	2							2	7	Compulsory and optional literature reading and other sources of information analysis. Preparation for group discussions. Project preparation.
9. Implementing Change and Reviewing Progress	2							2	7	Compulsory and optional literature reading and other sources of information analysis. Preparation for group discussions. Project preparation.
10. Completing Change Management Effort and Sustaining Change	1		2					3	7	Compulsory and optional literature reading and other sources of information analysis. Preparation for group discussions. Project presentation.
11. Exam preparation									10	
Total	**26**		**6**					**32**	**98**	

Assessment strategy	Weight, %	Deadline	Assessment criteria
Project preparation and presentation	30	At the end of the 3rd or 10th topic	Project assessment (on a 10 point scale) criteria: 1. An ability to present as a team with confidence and coherency. 2. Demonstrate an ability to make sense of the change problem and address it using methods taught in class. 3. Demonstrate an ability to support recommendations and insights from an evidence-based drawing on appropriate research findings. 4. To demonstrate creative flair regards the crafting and delivery of presentation content. 5. To keep on time and deliver an effective and efficient presentation. 10 – Excellent, 9 – Very Good, 8 – Good, 7 – Highly Satisfactory, 6 – Satisfactory, 5 – Sufficient, 4, 3, 2, 1 – Unsatisfactory
Exam	70	At the end of the module	Multiple questions, assessed on a 10 point scale: 1. Knowledge of the assigned readings and the material covered in class discussions. 2. Understanding of the materials and ability to apply that information and understanding to real-life situations. 10 – Excellent, 9 – Very Good, 8 – Good, 7 – Highly Satisfactory, 6 – Satisfactory, 5 – Sufficient, 4, 3, 2, 1 – Unsatisfactory It is not permitted to take an external exam of the module.

Author	Year of publication	Title	Issue of a periodical or volume of a publication	Publishing place and house or web link
Compulsory reading				
James McCalman, Robert A Paton, Sabina Siebert	2015	Change Management: A Guide to Effective Implementation	4th edition	SAGE Publications Ltd
James McCalman, David Potter	2015	Leading Cultural Change: The Theory and Practice of Successful Organisational Transformation	1st edition	Kogan Page
Richard Smith, David King, Ranjit Sidhu, Dan Skelsey, APMG	2014	The Effective Change Manager's Handbook: Essential Guidance to the Change Management Body of Knowledge	1st edition	Kogan Page
Optional reading				
John Hayes	2022	The Theory and Practice of Change Management	6th edition	Bloomsbury Publishing
Esther Cameron, Mike Green	2019	Making sense of change management: a complete guide to the models, tools, and techniques of organisational change	5th edition	Kogan Page
The Association of Change Management Professionals (ACMP)	2019	Standard for Change Management And ACMP Change Management Code of Ethics	1st edition	The Association of Change Management Professionals (ACMP)
The Change Management Institute (CMI)	2014	The Effective Change Manager: The Change Management Body of Knowledge (CMBoK)	1st edition	The Change Management Institute (CMI)
Project Management Institute (PMI)	2013	Managing Change in Organisations: A Practice Guide	1st edition	Project Management Institute (PMI)