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| Title of the course: | Managing and leading changes | | |
| Course ID: | VE-HMT004 | | |
| Level of education: | Regular & Erasmus | Academic semester: | Fall |
| Professor's name: | Katalin Julow | Academic title: | |
| Hours per semester: | 30 hours | Credits: | 4 |
| Exam: | in-class performance & home assignment /presentation | Pre-requisites: | |

The purpose of the course

We live in a VUCA world, and young professionals need tools enabling them to cope with, understand and manage changes. The purpose of the course is to give an extensive overview and comprehension about the change types and change management processes and provide students with a toolset they will be able to utilize following the completion of the course.

We take a look at the “big picture”, we explore how do corporate strategy and change connect; we learn frameworks of change planning, communication, and we explore best and worst practices from the global business arena. Also, we assess how do we individually react to and manage changes, and how should we first help ourselves so to help others through the change curve. The course addresses future businesspeople, leaders and managers; therefore, we zoom onto their responsibilities, roles, and engagements in handling and managing changes, both on the individual and the organizational levels.

The change management toolkit is comprised of:

- hard tools: apt to plan, adapt to, and structure changes; and
- soft tools to assess and manage the underlying invisible tissue of individual and organizational emotions, attitudes and cultures

Competencies to develop

- ability to plan, organize, manage, lead and facilitate organizational changes.
- present research and findings (verbalize, reason, justify)
- visualize information (presentation skills)
- discuss and debate dilemmas (groupwork, teamwork)
- manage deadlines and time
- work in groups
- self-awareness about own change management “curve”

Structure of course

- „taxonomy” of changes;
- hard toolkit: planning, structuring, communicating changes
- soft toolkit: coping with; understanding and managing changes; preparing the self; preparing the team, preparing the organization for the change & afterwards
- role of the manager: planning, allocating resources,
- role of leader: visioning, enabling, managing politics & organizational learning

Educational methods

- in-class/ virtual lecturing (attendance, in-take)
- in-class/virtual group discussions of cases, situations, practices (activity)
- individual and groupwork (task delivery);
- quizzes: check on in-take of lecture materials
- home assignment: research work
- oral presentation

Required reading:

- Lecture material content

Students are advised to read recommended materials, cases, sources as pre and post-seminar activities. Presentations, group works, simulations,/mock exercises will be part of the seminars.

Offered reading:

- Yuval Noah Harari: Sapiens
- Yuval Noah Harari: 21 lessons for the 21 century
- Malcolm Gladwell: Turning point;
- Malcolm Gladwell: David and Goliath;
- Frankopan (The Silk Road)
- Blomgren: Stop! Nobody move