NAME OF THE COURSE		CHANGE MANAGEMENT					
Code	EUBD02		Year of study	2 (graduate)			
Course teacher	Nikša Alfirević, PhD Daniela Garbin Praničević, PhD Anita Talaja, PhD		Credits (ECTS)	5			
Associate teachers			Type of instruction (number of hours)	L	S	E	F
				26		26	
Status of the course	Elective		Percentage of application of e-learning	40%			
COURSE DESCRIPTION							
Course objectives	The objective of this course is to understand theoretical concepts and managerial tools for managing organizational change. After completion of the course, students will be able to perform independent research, by identifying, collecting and analysing literature and secondary data, as well as creating and presenting a report on the independent research, related to a change management topic.						
Course enrolment requirements and entry competences required for the course	None						
Learning outcomes expected at the level of the course (4 to 10 learning outcomes)	1. Critically appraise organizational change and change management, including the resistance to change and management of change resistance. 2. Evaluate the process and models of organizational change, with the application of organizational models. 3. Propose the forms of managing the organizational culture and politics, including the cultural and political aspects of organizational change. 4. Select the methodological approaches to theoretical and empirical research of organizational change. 5. Evaluate the Knowledge Management (KM) and information systems for KM, as related to change management.						

		Lectures			Exercises	
Course content broken down in detail by weekly class schedule (syllabus)		Topic	Hours		Topic	Hours
	1	Organizational change. Organizational change management. The organizational change processes. The organizational change process models.	2		Opening discussion. Student expectations. Information on the course, requirements and grading.	2
	2	Organizational models and metaphors: mechanistic vs.organic.	2		Analysis of a case study and/or a practical example.	2
	3	Historic patterns of researching organizational change. Influential authors and schools of thought.	2		Analysis of a case study and/or a practical example.	2
	4	Levels of organizational change. Change processes at the individual, group and organizational levels.	2		Analysis of a case study and/or a practical example.	2
	5	Integrated models of organizational change (content and subject of change). Systemic approach.	2		Analysis of a case study and/or a practical example.	2

	6	Technical, political and cultural aspects of organizational change.	2	Analysis of a case study and/or a practical example.	2
	7	Politics in organizations. Political aspects of organizational change.	2	Analysis of a case study and/or a practical example.	2
	8			Self-evaluation test 1	
	9	Organizational culture. Cultural aspects of organizational change.	2	Discussion and planning/preparing for presentation of student research papers.	2
	10	Organizational learning and change.	2	Discussion and planning/preparing for presentation of student research papers.	2
	11	Business processes and the radical organizational change.	2	Discussion and planning/preparing for presentation of student research papers.	2
	12	Knowledge, knowledge management and organizational change.	2	Presentation of student research papers and guided group discussion.	2
	13	Knowledge management tools and technologies.	2	Presentation of student research papers and guided group discussion.	2
	14	Change management interventions and implementation. Change management evaluation and sustainability.	2	Presentation of student research papers and guided group discussion.	2
	~~14~~		~~2~~	Self-evaluation test 2.	~~2~~
	15		~~2~~		~~2~~

Format of instruction	**X lectures** **X seminars and workshops** ☐ exercises ☐ *on line* in entirety **X partial e-learning** ☐ field work	**X independent assignments** ☐ multimedia ☐ laboratory ☐ work with mentor ☐ (other)			
Student responsibilities	Students should participate in all classes. Requirement for the successful completion of the course is 50% of class attendance for full-time students and 25% for part-time students. Students are required to participate in 2 self-evaluation quizzes on the Moodle system, as to be allowed to participate in final evaluation. Without this requirement, students will not be allowed to participate in the final evaluation.				

Screening student work *(name the proportion of ECTS credits for each activity so that the total number of ECTS credits is equal to the ECTS value of the course)*	Class attendance	0.5 ECTS*	Research	3 ECTS**	Practical training	
	Experimental work		Report		Individual study of study material (Other)	0.5 ECTS*
	Essay		Seminar essay	0.5 ECTS**	Group work on lectures and exercises (Other)	0.5 ECTS*
	Tests		Oral exam		(Other)	

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	Written exam		Project		(Other)	

Grading and evaluating student work in class and at the final exam	* Students are required to individually study the previously published study material, available on the Moodle LMS (case studies, scientific articles, chapters from scientific books, video materials), including the other students' individual assignments (research papers). Students are required to actively participate in the group's discussions of study materials (on exercises). ** During the semester, students are required to continuously work on identifying a selected problem from the field of change management, or evaluating an information system for knowledge management. Students are required to perform independent research, create a research report, publish it on the Moodle LMS system and present it during the classes (which is described as the "seminar essay" above). Complete evaluation of student work is based on the following weights: - Evaluation of individual LO achievement – based on the independent research of a selected topic from the field of change management or evaluating an information system for knowledge management, including writing of the research report, its publication on the Moodle LMS and presentation during the classes (50% of the complete evaluation); - Evaluation of group LO achievement – based on the study of lecture materials, research reports of other students and active participation in group discussions during the exercises (50% of the complete evaluation). Score of an individual evaluation is presented as a percentage (on the scale of 0% to 100%). Overall evaluation is based on the weighted average score. The minimum score for the class to be successfully completed is 50% of the overall weighted average score. Marks, describing the LO achievement, are associated with the following values of the overall weighted average score: 50-58% - satisfactory (2) 59-71% - good (3) 72-84% - very good (4) 85-100% -excellent (5).

	Title	Number of copies in the library	Availability via other media
Required literature (available in the library and via other media)	Hayes, J.: „The theory and practice of change management" (4th Ed.), Palgrave Macmillan, London, 2014.		
	Burke, W. W.: „Organization change : theory and practice" (4th Ed.), SAGE Publications, Thousand Oaks, 2014.		

Optional literature (at the time of submission of study programme proposal)	Langer, J., Alfirević, N., Pavičić, J.: *«Organizational change in transition societies»*, Ashgate, Aldershot, 2005.
Quality assurance methods that	• Monitoring student's class attendance (teacher) • Class quality supervisions (Vice-Dean)

ensure the acquisition of exit competences	• Analysis of student success (Vice-Dean) • Student survey on the quality of teachers and teaching (University of Split, Centre for Quality Improvement) • Final exam is relevant for the assessment of course outcomes. The content of exam is reassessed periodically in order to assure fit with course outcomes.
Other (as the proposer wishes to add)	