

RĪGA STRADIŅŠ UNIVERSITY
FACULTY OF EUROPEAN STUDIES
REGIONAL ECONOMICS AND BUSINESS DEPARTMENT
Program: European Economics and Business

Syllabus

CHANGE MANAGEMENT

Lecturer: Associate Professor, Dr.oec. Ieva Kalve

E-mail: ikalve@gmail.com

Consultations: by prior arrangement by phone or e-mail

Study course description – 24 hours (12 lessons) – 4 study weeks

Proportion of lectures and seminars:

- Lectures – 16 hours (8 lessons)
- Seminars – 8 hours (4 lessons)

In seminars (except the first) students present results of their practical work (miniresearches, presentations) and discuss the results.

Prerequisites – management, human resource management, microeconomics, macroeconomics, strategic management.

The purpose of the course – provide students with an overall view and the perspective necessary to understand the complexity and different kinds of changes, assessment and management of them. Through a system of lectures and seminars the module is made to introduce students with the historical background, theoretical and practical knowledge, experience and trends in such fields as systems thinking, problem solving and change management.

The course structure reflects its purpose and covers the following main themes:

- Variability in the nature of change and trends: global, in Europe and in Latvia;
- Changes in individual, organizational and world levels;
- Types of change: substantial and incremental;
- Problems and approaches of solving them;
- Systems thinking – basics;
- Important terms: stakeholders, learning organization, organizational fit etc.
- Significance of internal and external environment. Assessment, proactivity, prevention;
- Change and crisis management: conceptual models and recommendations;
- The role of manager/leader in change.

Expected results: It is presumed that at the end of the course students shall be well equipped with the theoretical and practical knowledge to deal with the different kinds of change management, which will help them to find employment both at public and corporate level in Latvia and abroad.

Readings: the minimum of readings is shown in the course schedule (see the 1st table below), but suggestions for additional readings are shown in the 2nd table below.

Students course activity: Students are required to actively participate in the work of seminars individually and in groups. There will be oral reading reports and **two** presentations (3-5 minutes each) prepared/presented by each student during the course. *Reading reports* normally include a brief summary of the reading, major ideas of the subject and student's opinion about the subject. Topics for presentations would be given in previous lecture.

A final exam is conducted as **a online multiple choice test OR report** (5-10 pages, typed). Not later as in the last lecture students should let the professor know which kind of exam is chosen. Report should be e-mailed to: ikalve@gmail.com. The deadline for submissions will be announced by the lecturer in first day of lectures. The report is a sort of student research paper written on a topic relevant to the course and chosen by the student (themes listed below).

Evaluation. Students' progress is evaluated in the 10-point system. The final assessment consists of proportion of grades obtained during the course by each student plus attendance:

- ✓ attendance – 5%
- ✓ activity in seminars and teamwork, readings – 30%
- ✓ presentations – 35%
- ✓ exam (online multiple choice test or written report) – 30%.

Report topics (must be connected with the empirical research done in real organization):

1. Reconciliation of the necessary change processes and interests of different stakeholders in the organization X.
2. The need for substantial change management in organization X.
3. Substantial change management model for the organization X.
4. The need for incremental change management in organization X..
5. Incremental change management model for the organization X.
6. Evaluation of change management in the organization X.
7. Results of the organizational diagnosis questionnaire in organization X.
8. Results of the test of innovative culture in organization X.
9. Problem solving in the organization X – evaluation and proposals.
10. The use of principles of systems thinking in organization X.

In coordination with the professor, selection of a different topic is possible.

Course schedule - CHANGE MANAGEMENT autumn 2017

	Date	Type	Content	Readings
1	October 13th	Lecture	Introduction to the course. Open initial discussion regarding change, stress level test	<i>Colin A.Carnall, Managing Change in Organizations, Prentice Hall International, UK, 2003. Most important pages: 38-49., 171.-185.</i>
2		Lecture	Variability in the nature of change and trends: global, in Europe and in Latvia	<i>McKinsey Global Survey results. Creationg organizational transformations - PDF</i>
3	October 17th	Seminar	<i>Challenges studying abroad – personal experience</i>	
4		Lecture	Changes in individual, organizational and world levels	<i>J.P.Kotter, Leading Change. Why Transformation Efforts Fail - PDF</i>
5	October 19th	Seminar	<i>The most significant ongoing changes in my life</i>	
6		Lecture	Problems and approaches for solving them	<i>D.Hitchins, Putting Systems to Work, http://www.hitchins.net/profs-stuff/profs-books/putting-systems-to-work/e-putting-systemstowork.pdf. Most important pages: 18.-19., 27.-46., 74.-86., 172.-182.</i>
7	October 24th	Seminar	<i>The most significant ongoing changes in my country or in „my organization“</i>	
8		Lecture	Systems thinking - basics	<i>L.B.Sweeney, D.Meadows, Systems thinking playbook - PDF</i>
9	October 31st	Seminar	<i>Why "my organization" succeeds or fails in change processes</i>	
10		Lecture	Terms: stakeholders, learning organization, organizational fit etc.	<i>Colin A.Carnall, Managing Change in Organizations, Most important pages: 79.-91, 146.-169. Michael A.Hitt, R.Duane Ireland, Robert E.Hoskinson, Strategic Management. Competitiveness and globalization, West Publishing Company, St. Paul, Most important pages: 318.-339.</i>
11	November 2nd	Lecture	Influence of internal and external environment. Assessment, proactivity, prevention	
12		Lecture	Change and crisis management - conceptual models and recommendations. Role of the manager/leader in change	<i>Hoffman. Calculating success. Applying analytics to your workforce - PDF</i>

Readings: list of books suggested for the CHANGE MANAGEMENT course
(actual information: Twitter.com – @IevaKalve; @EconBizFin; @HarvardBiz etc.)

BASICS
Managing Change in Organizations / Colin A. Carnall. - 4th ed. or later - London: Prentice Hall, 2003. - ISBN 0273657356 - 337 p.
Managing in the next society / Peter F. Drucker. - Oxford ... [etc.]: Butterworth - Heinemann, 2003. - 321 p. - ISBN 0750656247
FUNNY
Karaoke capitalism: management for mankind / Jonas Ridderstrale, Kjell Nordstrom. - Harlow ... [etc.] : Prentice Hall: Financial Times, 2004. – 311 p. ISBN 0-273-68747-6
Leading the revolution: how to thrive in turbulent times by making innovation a way of life / Gary Hamel. - [2002]: [Boston], [Harvard Business School Press]. - 337 p. ISBN 1591391466
Maverick / Semler Ricardo
The Power of simplicity: a management guide to cutting through the nonsense and doing things right / Jack Trout, Steve Rivkin. - New York: McGraw-Hill, 1999. - 205 p. - ISBN 0071373322
Seven Day Weekend / Semler Ricardo
ADDITIONAL
Fast forward: organizational change in 100 days / Elspeth J. Murray, Peter R. Richardson. - Oxford : Oxford University Press, 2002. - 268 p. ISBN 0195153111
Handbook of organizational change and innovation / edited by Marshall Scott Poole, Andrew H. Van de Ven. - Oxford: Oxford University Press, 2004. - 429 p. ISBN 0195135008
How to Change the World: Social Entrepreneurs and the Power of New Ideas / David Bornstein. - Oxford ; New York: Oxford University Press, 2004. - 320 p. ISBN 0195138058
Innovative forms of organizing: international perspectives / editors Andrew M. Pettigrew, Richard Whittington, Leif Melin [...]. - London: SAGE Publications, [2003]. - 411 p. ISBN 0761964363
Social enterprise: at the crossroads of market, public policies and civil society / edit. by Marthe Nyssens with the assistance of Sophie Adam and Toby Johnson. - London; New York, NY: Routledge, 2006. 335 p. ISBN 0415378796
Action Management: Practical Strategies for Making Your Corporate Transformation a Success / Stephen Redwood, Charles Goldwasser, Simon Street; foreword by Richard Pascale. - New York [etc.]: John Wiley & Sons, Inc., 1999. - ISBN 0471345474. 247 p.
Activity-based management: for service industries, government entities, and nonprofit organizations / James A. Brimson, John Antos. - New York: Wiley, 1994. - 364 p. ISBN 0471331589
Big Change: a Route-Map for Corporate Transformation / Paul Taffinder. - Chichester, England [etc.]: John Wiley & Sons, 1998. ISBN 0471982881. - XIV, 287 p.
Chinese Leadership Wisdom From the Book of Change / Mun Kin Chok. - Hong Kong: The Chinese University Press, 2006. - 474 p. ISBN 9629962934
Controversies in management: issues, debates, answers / Alan Berkeley Thomas. - 2nd ed. - London; New York: Routledge, 2003. - 260 p. ISBN 0415269016
Essentials of balanced scorecard / Mohan Nair. - New Jersey: John Wiley & Sons, 2004. - 244 p. :ISBN 0-471-56973-9
Essentials of knowledge management / Bryan Bergeron - Hoboken, N.J.: John Wiley, 2003. 208 p. ISBN 0-471-28113-1
Managing a crisis: a practical guide / Tom Curtin, Daniel Hayman, Noami Husein. - New York: Palgrave Macmillan, 2005. - 180 p. ISBN 1403943222
Pre-crisis planning, communication, and management: preparing for the inevitable / edited by Bolanle A. Olaniran, David E. Williams, W. Timothy Coombs. New York: Peter Lang – 2012 - 337 p. - ISBN9781433111341
Putting systems to work / Derek K. Hitchins - http://www.hitchins.net/profs-stuff/profs-books/putting-systems-to-work/e-putting-systemstowork.pdf

List of **EBSCO e-books** for the **CHANGE MANAGEMENT** course

Explanation of special markings:

- ✓ B – basic book
- ✓ A – advanced level book
- ✓ 1-7 – suggested sequence of reading or level of complexity

- B1 **Planning and managing change.** Payne, Vivette. New York: AMA, 2005
- B2 **Change leadership: developing a change-adept organization.** Orridge, Martin, Farnham. England: Gower, 2009
- A1 **Adapting to organizational change.** Series: an ideas into action guidebook. Greensboro, N.C.: Center for creative leadership, 2013
- A2 **The change laboratory: a tool for collaborative development of work and education.** Virkkunen Jaako, Newnham Denise Shelley. Rotterdam, The Netherlands: Sense Publishers, 2013
- A3 **Change management: altering mindsets in a global context.** Nilakant V., Ramnarayan S. New Delhi: Sage Publications Pvt.Ltd., 2006
- A4 **Game theory in management: modelling business decisions and their consequences.** Hatfield Michael. Burlington, VT: Routledge, 2011
- A5 **Crisis decision making.** Ho Chien-Ta Bruce. New York: Nova Science Publishers, 2010
- A6 **Innovative thinking in risk, crisis and disaster management.** Bennett Simon. Farnham: Routledge, 2012
- A7 **Encyclopedia of crisis management.** Hagen Ryan, Statler Matthew, Penuel K.Bradley. Los Angeles, Calif.: SAGE Publications, 2013

P.S. There is also a folder with publicly assessable e-books **in e-studies folder.**