Change Management
Responsible of subject: Kiss Orhidea
HRCM17-125

Purpose of course

Goals of the subject:

The aim of the course is to socialize the students for understanding the changes in organizations and teach methodologies that can be used to support the process. Within theoretical and practical examples, the students learn both organizational reasons that require change and learn to identify the signs that trigger the organization through change. The course takes the steps of change management. On each step, students will think out the possible solutions and forms of support through familiarization with methodologies. Within group activities, they creatively seek solutions to specific situations using organizational development methods. The course also looks at the change management process through attitudinal formulation as well. It strives to have an outlook-forming force that is needed to positive perception of change and to positively encourage the organization. The course also deals with the factors hindering change.

Through development of situation-analysing and problem-solving skills, students permanently will understand the positive contribution of changes for organizations and they will learn how to make a living of the creative nature of change as well.

Learning outcomes and competences

Knowledge:

- A complex understanding of the necessity, timing and circumstances of change
- Knowing the steps and techniques of change management
- Owning the knowledge necessary to understand psychological aspects of the phenomena associated with different stages of change.

Attitude:

- An open and action-oriented attitude towards organizational change

Skills:

- Understand the necessary changes based on the interpretation of the phenomena of organizations and workplaces
- Ability to manage change by using system-based thinking and working method

Content of the subject

Main content and thematic units

- The necessity, meaning, interpretation and representations of change and organizational change, in general.
- The emotional, cognitive and behavioral consequences of changes at individual, group and organizational levels.
- Possible levels of change management, roles of the participants in the management, clarification of roles and framework of cooperation.
- Steps for management.
- Personal and contextual relations of steps: what correlations the steps have at individual, group, and organizational level.
- Knowing and practicing techniques for the steps of management.

- Ways of sustaining changes in organizations. Everyday operations for stabilizing and embedding.
- Understanding and reviewing case studies.

Planned learning activities and teaching methods
- Lectures, student essays and exercises, case studies and self-analysis questionnaires to assist in a deeper understanding of each topic.

Exam and evaluation system

Requirements, methods and aspects of assessment:

Requirements
- Acquire theoretical knowledge.
- Keep a reference and participate actively in the exercises.

Method of evaluation:
- Test (80%)
- Essay (20%)

Aspects of evaluation:
- Perform a test
- The structure of the essay, its content logic, literary embeddedness.

Literature

Compulsory literature
- Faragó Klára (szerk.) (2013): Szervezet és pszichológia – Új irányzatok az ezredfordulón I. Kötet. Budapest, ELTE Eötvös Kiadó. ISBN: 9789633121702
- Faragó Klára (szerk.) (2013): Szervezet és pszichológia – Szervezeti döntések II. Kötet. Budapest, ELTE Eötvös Kiadó. ISBN 978 963 312 171 9
- Kotter, J. P. (1999): A változások irányítása. Budapest, Kossuth Kiadó. ISBN: 9630940833

- **Recommended:**
- Bakacsi Gyula – Balaton Károly – Dobák Miklós (2005): Változás és vezetés. Budapest, Aula Kiadó. ISBN: 9789639585690
- Bakacsi Gyula (2007): Szervezeti magatartás és vezetés. Budapest, Aula Kiadó. ISBN: 9632240723