

Course title	Managing Change				
Course code	CMBA-513				
Course type	Compulsory				
Level	7 / 2 nd Cycle				
Year / Semester	2 nd Semester				
Teacher's name					
ECTS	6	Lectures / week	3	Laboratories / week	N/A
Course purpose and objectives	The purpose of this course is to equip students with the knowledge, skills, and strategies necessary to effectively navigate, lead, and manage organizational change. This course aims to provide a comprehensive understanding of the dynamics of change within complex business environments and the critical role of leaders in guiding organizations through transformation. The main objectives of the course are: • To equip students with a thorough understanding of the various internal and external factors that drive organizational change, including economic, technological, social, and competitive forces. • To enable students to develop and implement comprehensive change management strategies that align with organizational goals, ensuring a structured and effective approach to transformation. • To explore effective leadership techniques and communication strategies essential for guiding organizations through change, building trust, and ensuring stakeholder buy-in. • To provide students with tools and techniques to identify, understand, and manage resistance to change, fostering a culture of adaptability and resilience within the organization. • To familiarize students with tools to evaluate the effectiveness of change initiatives, learn from outcomes, and apply continuous improvement principles to refine future change efforts, ensuring long-term success and sustainability.				
Learning outcomes	By the end of this course, students will be able to: 1. Assess the internal and external factors influencing organizational change and develop insights on how these drivers impact strategic decision-making and transformation efforts.				

	2. Create and execute strategic change management plans tailored to organizational needs, ensuring alignment with broader business objectives and effective management of resources. 3. Apply leadership and communication techniques to effectively guide teams and stakeholders through periods of change, fostering engagement and minimizing resistance. 4. Recognize signs of resistance and apply proven strategies to address and mitigate resistance, helping to build a supportive environment for successful change implementation. 5. Assess the impact of change initiatives using relevant metrics and feedback, and apply lessons learned to enhance future change processes, promoting continuous improvement and organizational agility.		
Prerequisites	None	Required	N/A
Course content	1. Change Management – Definition, importance and key concepts 2. Theories and models of change - Application in various organizational contexts 3. Drivers of organizational change - Internal and external factors driving change 4. Strategic change planning - Developing a strategic vision for change, setting objectives and defining metrics for success 5. Change readiness assessment - Tools and frameworks for assessing employee and stakeholder readiness 6. Roles and responsibilities of leaders during change - Leadership styles and their impact on change initiatives 7. Communication strategies for change - Best practices for ensuring clear, consistent, and transparent communication 8. Stakeholder engagement and management - Techniques for engaging and managing stakeholder expectations and concerns 9. Managing resistance to change - Strategies for overcoming resistance and fostering acceptance 10. Approaches to executing change initiatives (e.g., phased, parallel, pilot) 11. Change impact analysis on various organizational aspects - Techniques for managing and mitigating negative impacts 12. Cultural and behavioral aspects of change - Organizational culture and its role in change management 13. Strategies for aligning change initiatives with organizational values and norms 14. Tools and software that support change management efforts		

	15. Methods for measuring and evaluating the success of change initiatives - Key performance indicators (KPIs) and feedback mechanisms 16. Sustaining Change and Continuous Improvement
Teaching methodology	The course is designed to provide a comprehensive learning experience, incorporating a range of teaching methods to enhance students' understanding and engagement. Students will benefit from interactive presentations and discussions, along with guided study of relevant textbooks and lecture notes. In addition, educational videos will help visualize complex concepts and case study analyses will enable students to apply the knowledge to real-world scenarios.
Bibliography	Required textbook: McCabe, D. (2021). <i>Changing Change Management Strategy, Power and Resistance</i> (1st ed.). Routledge. Senior, B., Swailes, S., & Carnall, C. (2020). <i>Organizational Change</i> (6th ed.) [eTextbook]. Pearson. Recommended textbook: Burnes, B. (2017). <i>Managing Change</i> (7th ed.). Pearson.
Assessment	This course has 2 summative assessments. The passing grade of this course is 60%. Students must receive 60% or above in both types of assessments, in order to complete this course successfully. 50% Coursework 50% Final Examination
Language	English / Greek