

Course Title	Management of Change				
Course Code	AVM430				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	4 th Year / 1 st Semester				
Instructor's name	TBA				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	To enable students to understand the role of a manager as a change agent under various complex and dynamic organizational settings. To emphasize the importance of anticipating forces, which might cause change and follow a systematic process in changing organizational culture. To be able to work with others, reduce resistance to change and positively react to unforeseen events. Above all, to preserve organizational values in difficult and complex situations.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Explain how to use various management concepts for a better understanding of various change situations presented in an organizational setting. • Analyze individual strengths and weaknesses as a leader and as a follower in an effort to develop a personal approach in management. • Develop a clear sense of the purpose of management as well as its ethical dimensions. • Explain the process in changing the organization's culture. • Describe the role of the manager as a change agent. • Participate and lead groups in assigned tasks and projects. • Demonstrate critical thinking and use judgment in creating new possibilities. 				
Prerequisites	MGT310, LDR 365	Co-requisites	None		
Course Content	Introduction to Organizational change, the dynamic organizational environment, the role of management in change, self-analysis of the				

leader and the individual style and profile, the reasons for failure in transformational process, management versus leadership.

The importance of a systematic process for transformational success, the force that drives it and issues to avoid.

Change implementation theories and the Sense of Urgency, pushing up the urgency under crisis situation, the role of middle and lower-level management.

Putting together a guiding coalition, building an effective team, trust and common goal.

Vision and its importance in the change process. Importance of it and the development of an effective one. Strategy feasibility. Alignment of all units to the imaginary picture.

Communicating the vision and change, using different forums, analogies and metaphors, repetitions, leading by example.

Empowerment of employees, the role of structure, necessary training, dealing with supervisors who undermine the change in structure.

Reward and feedback, reward change agents, undermine cynics, evidence of long-term benefits compared to short-term losses, informing upper echelon of process, building momentum.

Changing culture, the various methods and the new methods and behaviour. Handling resistance.

Organizations of the future: the importance of teamwork, adaptive behaviour and culture, people who can create a vision, empowerment and leadership at all levels.

	Recent developments and contemporary issues pertaining to the subject-matter of the course.								
Teaching Methodology	Face-to-face								
Bibliography	<ul style="list-style-type: none"> • Kotter, P. John: Leading Change, McGraw Hill • Spector, B.: Implementing Organizational Change: Theory Into Practice, Pearson Education • French, W., Bell, C., Zawacki, R.: Organization Development and Transformation: Managing Effective Change. McGraw-Hill • David Wilkins, Greg Carolin: Leadership: Pure and Simple: How Transformative leaders create winning organizations, McGraw Hill. <p><u>Journals and Magazines:</u> HARVARD BUSINESS REVIEW ACADEMY OF MANAGEMENT SLOAN MANAGEMENT REVIEW ORGANISATIONAL DYNAMICS</p>								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>70%</td> </tr> <tr> <td>Assignments</td> <td>20%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	70%	Assignments	20%	Participation	10%		100%
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Language	English								