

Course code (filled in by the Office for Education)	
Course title	<b>Change Management in the Public Sector</b>
Module title	Public Administration and Management
Level of the Course	MA
Institute/Department responsible for course	Institute of Public Management and Administrative Studies
Course director	Emese Belenyesi PhD
Name of the Lecturer(s)	Emese Belenyesi PhD
Number of the ECTS credits	5 ECTS
Teaching methodology	lecture and workshop
Language of instruction	English
Prerequisite(s) for the course	fluency in English
Semester	Fall (I)
Course description	The course is designed to provide students with a conceptual framework addressing the strategic importance of managing change and organization development (OD) in public service organizations, community organizations and other settings. Uncertainty, complexity and rapidly changing organizational environments create the necessity for organizations to respond to and effectively deal with turbulence and instability. The capability of an organization's human resources to adapt to such conditions, adopt and successfully use new practices, technologies and develop ways of performing organizational tasks is vital to proactive and sustainable human service organizations. Managing change and OD are essential to these processes.
Learning outcomes and course competences	<p>Course Objectives</p> <ul style="list-style-type: none"> <li>• Understand the major theories and perspectives concerning organization development and change.</li> <li>• Understand the application of the theories and perspectives concerning managing change and organization development in the context of public service organizations, community settings and large and small systems.</li> <li>• Understand the role of the internal and external environment in driving or restraining change and OD, as well as the importance of the political, cultural and technological contexts.</li> <li>• To diagnose the need for organizational change and OD interventions.</li> <li>• Understand why people resist change and learn techniques for overcoming resistance to change.</li> <li>• Understand the challenges for OD specialists and change agents at different levels of, and in different relationships to, the public service organization.</li> </ul> <p>Competences</p> <p><i>Knowledge:</i> Knowledge of models of the change process, factors that help/hinder change, types of organization change and key roles in organizational change.</p> <p><i>Skills:</i> The ability to select and design changes, ensuring conditions for implementing changes</p> <p><i>Competences:</i> The selection and application of appropriate methods for overcoming resistance to change</p>
Weekly content of course	<p>1. Defining change. The nature of change. Types of organization change. Organizations' experiences of change. Why is change important in an organization?</p> <p>2. Models of the change process. Describe Kotter's Eight Step Process recommended for implementing change successfully. Lewin's model of change and discuss its limitations. The 7S model and change.</p> <p>3. Factors contributing to success in change management. Factors that help/hinder change. Preparing the organization and seeing it through. Techniques for managing change effectively.</p>

	<p>4. The leadership in change management. Communicating change. Motivating other to change.</p> <p>5. Managing the change process. Prosci's organizational change management process.</p> <p>6. Change and the individual. The impact of the 'change curve' (the Kubler-Ross model). ADKAR change management: creating change in Individuals. ADKAR change management for the manager. Motivation of resist change.</p> <p>7. Key roles in organizational change. Lifecycle of a successful change. What makes a good sponsor? What makes a good change agent?</p> <p>8. Stakeholders management.</p> <p>9. Organizational culture and change. What we mean by 'organizational culture'? Key dimensions of culture. Relating 'culture' to types of change. Leadership and culture.</p> <p>10. Planning and preparing for change. Shaping implementation strategies.</p> <p>11. Implementing change. Collective learning in organizations.</p> <p>12. Examples of failed change management project. Analysis of the most common mistakes. Avoiding failure.</p> <p>13. Pitfalls in change management. The ways of solving problems. How to prevent project failure?</p> <p>14. Discuss the three steps of the Cisco Change Roadmap. Organization impact and project success. Management approach.</p> <p>15. Definition of strategic change management. Understand strategic change and mastering a changing environment.</p>
Compulsory and recommended reading materials	<p>Weisbord, M. R. (2004). Productive Workplaces Revisited: Dignity, Meaning, and Community in the 21st Century. San Francisco: Jossey-Bass.</p> <p>Brown, D. R. (2011). An experiential approach to organization development (8th. Ed.). Upper Saddle River, NJ: Prentice-Hall.</p> <p>Harvey, D &amp; Brown, D. R. (2006). An experiential approach to organization development (7th. Ed.). Upper Saddle River, NJ: Prentice-Hall.</p> <p>French, W. L., Bell, C. H. &amp; Zawacki, R. A. (Eds.). (2005). Organization development and transformation: Managing effective change (6th. Ed.). Boston: Irwin McGraw-Hill.</p>
Assessment methods and criteria	project work and written test
Grading	five scale rating
office hours/contact details	(30 / L: 15, W: 15) Wednesday 10-12; belenyesi.emese@uni-nke.hu