COURSE OUTLINE

1. Information about the program

1.1 Higher education institution	**“Alexandru Ioan Cuza” University of Iaşi**
1.2 Faculty	**Faculty of Economics and Business Administration**
1.3 Departament	**Management, Marketing and Business Administration**
1.4 Field of study	**Management**
1.5 Cycle of study	**master**
1.6 Study program / Qualification	Strategic Human Resource Management in Europe

2. Information about the course

2.1 Course title			**Change Management**				
2.2 Course coordinator			Associate Professor **Ruxandra Ciulu**, PhD				
2.3 Seminar coordinator			**Cristina Ştefania Frîncu**, PhD				
2.4 Year of study	**2**	**2.5** Semester	**4**	**2.6** Type of evaluation*	**E**	**2.7** Course status**	**C**

* *MT-MID-TERM, O-ORAL EXAM, E-EXAM, M-MIXED; ** C-compulsory/O-optional/E-elective*

3. Estimated time allocation (hours per semester and teaching activities)

3.1 Number of hours per week	**1**	out of which: **3.2** course	**0.5**	**3.3** seminar / laboratory	**1**
3.4 Total number of hours per semester	**21**	out of which: **3.5** course	**7**	**3.6** seminar / laboratory	**14**

Time allocation	h
Study based on course book, course materials, bibliography and other	**30**
Supplementary study in the library, on electronic platforms and on the field	**30**
Preparing seminars/laboratories, assignments, papers, portfolios and essays	**35**
Tutorship	**2**
Examination	**2**
Other activities	

3.7 Total hours of individual study	**99**
3.8 Total hours per semester	**120**
3.9 Number of credits	**4**

4. Prerequisites (if applicable)

4.1 Referring to curriculum	**1st, 2nd and 3rd semester**
4.2 Referring to competences	**Not necessary**

5. Conditions (if applicable)

5.1 For the course	**Not necessary**
5.2 For the seminar / laboratory	**Not necessary**

6. Specific competences accumulated

Professional competencies	C1 – Gathering, processing and analysing information about the environment in order to identify the need for change C2 – Assistance for implementing organizational change C3 – Formulating and implementing measures for overcoming resistance to change
Transversal competencies	CT1 - Identifying roles and responsibilities within a multispecialized team and applying relational techniques and efficient work techniques within the team

7. Course objectives (based on specific competencies accumulated)

7.1 General objective	Upon completion of this course, students will understand the general concepts of change management and will be able to implement a change process and manage a change process.
7.2 Specific objectives	After successfully finalizing this course, students will be able to: ▪ Understand and use the basic notions in the field. ▪ Understand, identify and use types of potential action paths. ▪ Identify organizational position compared to competitors and identify competitive alternatives based on organizational objectives. ▪ Understand the impact of change communication and methods for overcoming HR resistance to change

8. Content

8.1	**Course**	**Teaching methods**	**Observations** (time and bibliography)
1.	Changing Organizations in Our Complex World	Interactive course, heuristic conversation, problem solving method	1 hour
2.	Frameworks for Leading the Process of Organizational Change: „How” to Lead Organizational Change	Interactive course, heuristic conversation, problem solving method	1 hour
3.	Frameworks for Diagnosing Organizations: „What” to Change in an Organization	Interactive course, heuristic conversation, problem solving method	1 hour
4.	Becoming a Master Change Agent	Interactive course, heuristic conversation, problem solving method	1 hour
5.	Action Planning and Implementation	Interactive course, heuristic conversation, problem solving method	1.5 hours

6.	Measuring Change: Designing Effective Control Systems	Interactive course, heuristic conversation, problem solving method	1.5 hours

Bibliography

- Cassey, T.F., Deszca, G., Ingols, G. (2016): Organizational Changes. An Action-Oriented Toolkit, 3rd ed.

8.2	**Seminar / Laboratory**	**Teaching methods**	**Observations** (time and bibliography)
1.	Read and prepare to discuss the materials indicated at the previous seminar.	Interactive teaching methods, case study method, examples	14 hours

Bibliography

- Cassey, T.F., Deszca, G., Ingols, G. (2016): Organizational Changes. An Action-Oriented Toolkit, 3rd ed.

9. Bridging course content with the expectations of the community, professional associations and representative employers in the field of the program

On an annual basis, the course content is discussed with the representatives of the business environment, who hire or could hire graduates from this program, while students are required to provide feedback (on-line, anonymous) after each semester about the course structure, teaching methods, as well as strengths / weaknesses (after the final evaluation).

10. Evaluation

Type of activity	**10.1 Evaluation criteria**	**10.2 Evaluation methods**	**10.3 Allocation to the final grade (%)**
10.4 Course	Theoretical and applied knowledge	exam	50
10.5 Seminar/ Laboratory	Applied / practical knowledge	reading and discussing recommended materials	50
10.6 Minimal performance standard			
Obtaining 5 points (out of 10) both for the evaluation along the semester (seminar) and for the final evaluation (exam).			

Date
12th of February 2018

Course coordinator
Assoc. Prof. **Ruxandra Ciulu**, Ph.D.

Seminar coordinator
Cristina Ştefania Frîncu, Ph.D.

Date of approval in the departament
14th of February 2018

Head of departament
Professor **Valentin Niţă**, PhD