



COURSE OUTLINE

1. Information about the program

1.1 Higher education institution	“Alexandru Ioan Cuza” University of Iași
1.2 Faculty	Faculty of Economics and Business Administration
1.3 Department	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	Associate Professor Ruxandra Ciulu , 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	18	out of which: 3.5 course	6	3.6 seminar / laboratory	12
Time allocation					h
Study based on course book, course materials, bibliography and other					32
Supplementary study in the library, on electronic platforms and on the field					25
Preparing seminars/laboratories, assignments, papers, portfolios and essays					35
Tutorship					4
Examination					6
Other activities					
3.7 Total hours of individual study					102
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: <ul style="list-style-type: none">▪ 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	3 hours
2.	Frameworks for Leading the Process of Organizational Change: „How” to Lead Organizational Change	Interactive course, heuristic conversation, problem solving method	3 hours
3.	Frameworks for Diagnosing Organizations: „What” to Change in an Organization	Interactive course, heuristic conversation, problem solving method	3 hours
4.	Managing Recipients of Change and Influencing Internal Stakeholders	Interactive course, heuristic conversation, problem solving method	3 hours



Bibliography			
<ul style="list-style-type: none"> Cassey, T.F., Deszca, G., Ingols, G. (2016): Organizational Change. 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	6 hours
Bibliography			
<ul style="list-style-type: none"> Cassey, T.F., Deszca, G., Ingols, G. (2016): Organizational Change. 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
20 September 2022

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

Seminar coordinator
Assoc. Prof. **Ruxandra Ciulu**, PhD

Date of approval in the department
21 September 2022

Head of department
Prof. **Andrei Neșțian**, PhD