



MOLDOVA STATE UNIVERSITY (MSU)

Report On Local Multiplication Trainings Leading and Managing Change in Higher Education

Planned activities under the Tempus project "*LaManche: Leading and Managing Change in Higher Education*" continuing to be organised at the MSU. The training Leadership and Change Management has been organised in the days of April 01, April 08 and April 15, 2014. The target group of beneficiaries of this training activities was MSU managers: vice-rectors; deans of faculties; heads/chairs of departments as well as heads of administrative units.

Timeliness and importance of this training is determined by the need to develop effective governance capabilities and introduce culture change management in local HEIs' including the MSU. The purpose of the conducted training was to transfer knowledge about leadership and change management from the individual, social, organizational and behavioral perspective to leaders in order to ensure organizational performance (the HEIs'example).

On the 01st of April 2014, the "Leadership and Change Management" training was held in the Senate Hall of the MSU. The meeting was started with a welcome speech held by the national project coordinator LaManche, Associate Professor, Dr. Angela Niculita, MSU vice-rector for international relations. Mrs. Niculita A. referred briefly to the purpose LaManche project and the main activities undertaken so far within it. Also she expressed the hope that these seminars would be useful for the participants or at least would be an opportunity to initiate discussions and exchange of views on the subjects.

We also can mention that all trainings were conducted in accordance with the training agenda and being moderated by following trainers: Associate Professor, Dr. Marian Jalencu, the Head of Department of the Business Administration and Elena Suman senior lecturer working at the same department.

The main topics covered in the first workshop were: university (HEI) - a type of organization management; defining managers and leaders; manager versus leader (management versus leadership); management and leadership in HEIs: academic approach in the context of organizational culture.

The second training "Leadership and Change Management " meeting was organised on April 8, 2014 , Senate Hall MSU place. The main topics addressed were the leadership styles&communication styles; the leadership difficulties and expressing leadership in HEI; premises and reasoning performance of organizational change; change management and its' stages in HEIs; the main reasons of resistance towards changes; the transformational leadership & transactional leadership.

The third training meeting workshop took place on April 15, 2014 in 222 Block 4, MSU. The main topics were related to organizational change and development in HEIs, especially - awareness training Laboratories (T -group training); investigations to obtain feed -back in university (survey feedback); reengineering site; quality circles. It has been organised a Team-building activities which all participants were divided into small groups.

We note in particular that the topics have been discussed at both the organizational and teams as well as individual; both in terms of organizational management and managerial aspect of psychology. A special emphasis was placed on identifying methodological tools and principles as well as proper methods and techniques in order to improve leadership and change management.

Some of the main conclusions of the training meetings are:

- The university (HEI) requires a performance management;
- The management of universities is characterized by some particularities which are determined by specific objectives, strategy, mission and organizational culture;
- The successful university requires innovative organizational culture that would foster creativity and cause the opening of the institution to change;
- The work style peculiarities of the head depends on the proper functioning of the team work and the organization as a whole;
- The universal effective leadership style for driving situations and organizational contexts are highly diverse and mobile;
- The organizational development is based on the idea of change through learning.
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The last training meeting has been finished by completing the Form of assessment (Feedback form), developed for this purpose by the trainers. The overwhelming majority of those surveyed believe that improving leadership style is a step towards achieving a change; conducting such courses with all employees of the institution to change the mentality and behavior would be particularly useful. These training meetings were rated as being very useful information that will improve managers work style.

All participants that have been presented at the training meetings wished success La MANCHE consortium members collaborate in the MANAGE.EDU project.