



Leading and Managing Change in Higher Education (La MANCHE)

Change Management Training Syllabus

Training description

The training in Change management is aimed at introducing a streamlined culture of change management at the higher education institutions and at building skills of senior and middle managers in higher education to manage change at institutional level. The syllabus provides assistance to the trainers and supports the trainees in their joint efforts to enhance and facilitate the processes of effective change management in academic settings. The syllabus is a recommendation and could be adapted to the local contexts according to the training needs identified at institutional level. The training will examine the key theoretical perspectives of organizational change and will explore how this process of change can be effectively managed. It will investigate why change is resisted, and how such resistance might be overcome.

Training outcomes

Upon completion of the training the trainees will be able to recognize the need for change and to measure organizational performance. They

will be able to develop and evaluate a range of strategies and methods to ensure that change is successfully implemented and durable. They will be able to critically evaluate the obstacles for change and to identify effective ways to overcome change resistance. They will be better equipped to lead and manage people through institutional changes and reforms.

Profile of the trainer

The trainer in leadership is either a senior manager at the university with extensive practical experience in leading and managing the institution or a faculty member with background in social studies, in particular in the field of management. In both cases the trainer has very good communication skills and is a trusted team member.

Profile of the trainees

Typically, the trainees in change management are Vice Rectors, Deans of Faculties, Heads of departments and administrative units at the university. They are not professional managers and need to recognize and develop change management strategies and knowledge in order to improve the governance processes of the unit or the area they are in charge of.

Required reading

Clegg, S., Kornberger, M. and Pitsis, T. (2005) *Managing and Organizations*, London: Sage.

Dawson, P. (2003) *Reshaping Change: A Processual Perspective*, London: Routledge.

Easterby-Smith, M., Burgoyne, J. and Araujo, L. (1999) *Organisational Learning and the Learning Organisation: Developments in theory and practice*, London: Sage.

Hayes, J. (2007) *The Theory and Practice of Change Management* Palgrave.

Linstead, S., Fulop, L. and S Lilley *Management and Organization* (2009) A Critical Text, Palgrave.

Palmer, I. and Hardy, C. (2000) Thinking about Management, London: Sage.

Price, D. (Ed) (2009) The Principles and Practice of Change Palgrave.

Williams, A.P.O., Woodward, S. and Dobson, P. (2002): Managing Change Successfully, London: Thomson.

Емельянов, С. М. (2000) Практикум по конфликтологии. Санкт-Петербург.

Recommended reading

Carnegy, D. (1936) How to Win Friends and Influence People. Simon and Shchuster.

Cole, G. A. (1995) Organisational Behaviour.

Cowling, A., Stanworth, M., Bennett, R., Curran, J., Lyons, P. (1989) Behavioural Sciences for Managers.

Green, M. (2007) Change Management Masterclass: A Step-by-step Guide to Successful Change Management Kogan Page Ltd.

Derec, A. (1999) Strategic Market Planning: Problems and Analitical Perspectives. USA.

Drucker, P. (1989) The Practice of Management. USA.

Kotter, J.P. (1996) Leading Change Harvard Business School Press,

Kotter, J.P. (1998) Winning at Change. // *Leader to Leader*, № 10, Fall.

Paton, R., and McCalman, J. (2008) Change Management: A Guide to Effective Implementation Sage.

Handy, C. B. (1986) Understanding Organizations. Great Britain.

Hellriegel, D., J. W. Slocum, Jr. (1993) Management. USA.

Herold, D. (2008) Leading Change Management: Leadership Strategies That Really Work Kogan Page.

Ivancevich, J., W. Glueck (1983) Foundations of Personnel/Human Resource Management. USA.

Kempner, T. (ed.). (1999) A Handbook of Management.

Kreitner, R., A. Kinicki . (1989) Organizational Behavior. Boston.

Mullins, L. (1993) Management and Organisational Behaviour.

Rahim, M.A. (ed.) (1990) Theory and Research in Conflict Management. Westport.

Woodcock, M., D. Francis (1991) The Unblocked Manager.

A Handbook of Management (1985) Harmondsworth.

Training outline

The nature of change

Change management: theories and practices

John P Kotter's "eight steps to successful change"

Change management and organizational structure

Change strategies

Change resistance

Effective communication

Conflict management

Change management in higher education

Training methods and techniques

The trainings are best held in the framework of interactive workshop, seminars and discussions. To enhance the trainings results trainers may use various techniques such as group exercises, training games and role-playing, Q and A sessions, case studies etc. Trainers are advised to use basic handouts, powerpoint or prezi type of presentation etc.

Indicative topics and learning outcomes

1) The nature of change

By covering this topic in the trainings, the trainees:

- will have a systematic understanding of the essence of the organizational change
- will become acquainted with the types of organizational changes and the factors that exercise influence upon their management.

2) Change management: theories and practices

By covering this topic in the trainings, the trainees:

- will become familiar with the basic theoretical models for organizational change management
- will make ourselves familiar with successful practices in the organizational change management.

3) John P Kotter's "eight steps to successful change"

- will know the grounds for the appearance of John Kotter's change management theory

- will analyze the actual steps of John Kotter's process model for change management
- will get familiar with actual analytical management methods of John Kotter's process model.

4) Change management and organizational structure

By covering this topic in the trainings, the trainees:

- will have systematic understanding of "organizing" the management function essence
- will become familiar with the types of organizational structures
- will analyse the link "management of change and organizational structure".

5) Change strategies

By covering this topic in the trainings, the trainees:

- will know various definitions of organizational change planning
- will become familiar with the process of organizational change planning
- will become familiar with the types of strategies for organizational change.

6) Change resistance

By covering this topic in the trainings, the trainees:

- will know the basic concepts being able to understand the resistance to change and what factors in its effective management.
- will acquaint ourselves with the reasons and methods for overcoming the resistance to change.

7) Effective communication

By covering this topic in the trainings, the trainees:

- will identify the various models of communication
- will recognize what purpose does communication serve in the organizations (functions of communication)
- will have an idea in what way can managers use the patterns of effective communication to achieve the organization's goals, change management included.

- will know in what way does communication influence the behavior of people and groups within the organization
- will have ideas about solving the various communication problems (including making communication problems)
- will be able to plan and manage patterns for effective organizational communication.

8) Conflict management

By covering this topic in the trainings, the trainees:

- will identify various views on conflict nature
- will be able to describe conflicts through the criteria of process, behaviour, and communication models
- will have a detailed list of questions at our disposal, concerning reasons / sources for conflicts identification
- will be able to discuss problems of behaviour in conflict situations
- will know about existence of tools for identification of behaviour styles in conflict situations
- will become familiar with various opportunities and formats for influence over the parties for the purpose of resolving conflicts as a change management strategy.

9) Change management in higher education

- will know the change management process model in higher education
- will become acquainted with the characteristics of the process stages of the change management in higher education
- will analyze the main factors affecting, singly and together, the change management in higher education.

Training quality and impact

Trainees shall fill out a feedback form upon completion of the training to assess the quality of the provided training and the results achieved.