Федеральное государственное бюджетное образовательное учреждение высшего образования

Московский государственный университет имени М.В. Ломоносова
Высшая школа инновационного бизнеса МГУ

УТВЕРЖДАЮ

Декан факультета

_____проф. Кощуг Д.Г.

«___» _____20 г.

РАБОЧАЯ ПРОГРАММА ДИСЦИПЛИНЫ
Change management (Управление изменениями)

Уровень высшего образования:
магистратура

Направление подготовки (специальность):
38.04.02. «Менеджмент»

Направленность (профиль) ОПОП:
Управление природными ресурсами

Форма обучения: *очная*

Рабочая программа рассмотрена и одобрена
на Административном Совете Высшей школы инновационного бизнеса МГУ
(протокол №___ от «_____»_____20___)

Москва - 2018

Рабочая программа дисциплины разработана в соответствии с самостоятельно установленным МГУ образовательным стандартом (ОС МГУ) для реализуемых основных профессиональных образовательных программ высшего образования по направлению подготовки 38.04.02 «Менеджмент» в редакции приказа МГУ от 30 декабря 2016 г.

Годы приема на обучение – 2018.

© Высшая школа инновационного бизнеса МГУ имени М.В. Ломоносова
Программа не может быть использована другими подразделениями университета и другими вузами без разрешения факультета.

1. ***Цели и задачи дисциплины -***

In this course students will get acquainted with fundamentals of change management, evolution of “change” phenomenon, its essence, change initiatives classification, conditions of different transformation modes use, and detailed analysis of evolutionary and revolutionary approaches to change. The course includes review of modern change management tools – those aimed at answering the question “what to change” (that present a recipe for creating effective organization – reengineering, TQM, ISO quality management systems, Lean thechnologies (incl. Kaizen), 6 Sigma, Lean 6 Sigma), as models developed to describe “how to make change happen” (models of K. Lewin, the 8 steps process of J.Cotter, Adizes 11 step program, ADKAR). It outlines key aspects of planning and implementing of transformation: goal setting process, pre-change diagnostics, including stakeholders, assessment of organizational readiness to change, building a team of change agents (characterized with specific role structure), developing specific transformational communications, and change controlling systems. It highlights recent trends in change management: institutionalization and formalization change process in organizations, including practice of developing change procedures and politics too.

The aim of the course is to get students aware of modern theories, paradigms and concepts in the field of organizational dynamics, proper use of management tools in a process of transition to effective up-to-date organizational systems.

After completing the course students develop the ability to handle organizational change effectively they learn difference between “what” and “how” issues of change management, modern techniques facilitating change in organizations.

Students will know typical steps of a change process; develop skills of analyzing a situation, choosing an appropriate change tool. They will know factors facilitating and hindering change implementation process, essence and causes of resistance to change, obtain skills of implementing change projects, effectively communicating in a process of change, building a team of change agents. They will be able to develop change policy and procedures for their organizations. Summing it up, students will see change not as something to be feared and resisted but as a managerial activity – proactive change – essential condition of building long term competitive advantage for organization, be able to implement changes at work successfully.

2. ***Место дисциплины в структуре ОПОП ВО*** - дисциплина относится к базовой части ОПОП ВО, курс 2, семестр 3.

3. ***Входные требования для освоения дисциплины (модуля):***

“Change management” is based on students’ competencies developed in courses “Modern Management” («Современный менеджмент»), ‘Strategic management’ («Стратегический менеджмент»), ‘Management research methods” (Методы исследований в менеджменте»). Average knowledge and communication in English language/

4. ***Результаты обучения***

Компетенции выпускников, формируемые (полностью или частично) при реализации дисциплины:

Процесс изучения дисциплины направлен на формирование следующих компетенций (реализуемые частично):

Общепрофессиональные компетенции:

ОПК-1 Готовность к коммуникации в устной и письменной формах на русском и иностранном языках для решения задач профессиональной деятельности (ОПК-1).

ОПК-5 Способность решать профессиональные задачи на основе знания экономической, организационной и управленческой теории, инновационных подходов, обобщения и критического анализа практик управления

Профессиональные компетенции:

ПК-2 способность разрабатывать корпоративную стратегию, программы организационного развития и изменений и обеспечивать их реализацию;

Планируемые результаты обучения по дисциплине (модулю) (ОПК-1, ОПК-5, ПК-2):

В результате освоения дисциплины обучающийся должен:

Знать:

- Основные виды и методы принятия управленческих решений.
- Способы и методы участия в разработке и реализации программа организационных изменений.
- Типы организационной культуры и методы её формирования

Уметь

- Анализировать организационную структуру и разрабатывать предложения по её совершенствованию.
- Ставить цели и формулировать задачи, связанные с реализацией профессиональных функций.
- Преодолевать локальное сопротивление изменениями.
- Разрабатывать программы осуществления организационных изменений и оценивать их эффективность.
- Диагностировать организационную культуру, выявлять её сильные и слабые стороны, разрабатывать предложения по её совершенствованию.
- Проводить аудит человеческих ресурсов

Владеть

- Методами реализации основных управленческих функций (принятие решений, организация, мотивирование и контроль).
- Способами и методами участия в реализации программы организационных изменений.
- Методами аудита человеческих ресурсов, формирования и поддержания этического климата в организации.
- Современными методами планирования деятельности предприятия и методиками разработки бизнес-планов.

5. ***Формат обучения*** – очный, семинарские занятия.
6. ***Объем дисциплины*** составляет 2 з.е., в том числе 36 академических часов, отведенных на контактную работу обучающихся с преподавателем (семинарские занятия), 2 часа групповых консультаций, 8 часов промежуточная аттестация, 26 академических часов на самостоятельную работу обучающихся.

7. ***Содержание дисциплины*** (модуля), структурированное по темам (разделам) с указанием отведенного на них количества академических часов и виды учебных занятий.

№ п/п	Наименование тем и разделов	ВСЕГО (часов)	Аудиторные занятия (час.)		Самостоятельная работа	Форма контроля
			В том числе			
			Лекции	Семинары		
	Change Management (CM): an introduction.	4		2	2	Discussion, questioning
	Change management as element of the system of managerial studies	4		2	2	discussion
	Theoretical base of change. Evolution of “change” phenomenon in the XX and XXI centuries. Definition of “change”, “change management”	4		2	2	test
	Modern organizational environment and its call for a change.	6		2	4	case
	Change initiatives types.	4		2	2	discussion, case
	Goal setting process for change initiatives	6		2	4	discussion
	Dichotomy of modern change concepts. Substantive instrumental techniques – “what to change” and procedural theories – “how to make change happen” .	6		2	4	discussion questioning
	Planning change	5		1	4	essay
	Implementing change	4		2	2	discussion
	Accessing organizational readiness for change	5		2	3	discussion, project
	Resistanse to change: content, causes, ways of overcoming	4		2	2	discussion

	Creating a team of change agents.	10		4	6	discussion, report
	Transformational communications.	6		2	4	project
	Review of contemporary state of popular change management tools.	12		4	8	discussion
	Institutionalization and formalization of change	19		4	15	discussion, report
	Консультации	2			2	
13	Промежуточная аттестация	8			8	экзамен
	Итого	108		36	72	

Тематическое содержание

List of topics

Topic

1. Change Management (CM): an introduction. CM as a scientific discipline and an area of practice. International expert communities in CM: ACMP.
2. Change management as element of the system of managerial studies
3. Theoretical base of change. Evolution of “change” phenomenon in the XX and XXI centuries. Definition of “change”, “change management”
4. Modern organizational environment and its call for a change. Exogenous and endogenous causes of change. Conditions of addressing to transformations
5. Change initiatives types. Proactive and reactive, “E” and “O” type change, revolutionary and evolutionary transformations.
6. Goal setting process for change initiatives Modern models of effective organization Process, learning network organizations.
7. Dichotomy of modern change concepts. Substantive instrumental techniques – “what to change” and procedural theories – “how to make change happen” .
8. Planning change Organizational pre-change diagnostics. External and internal issues to investigate. Stakeholders analysis. Role of culture in change process. Value chain analysis.
9. Implementing change in organizations. Lewin’s model, Kotter’s 8 step model, Adizes 11 step methodology, “EASIER”, framework of N.Russell-Jones. ADKAR as framework to implement change and to provide pre-change assessment of readiness
10. Accessing organizational readiness for change: “DICE”, Armenakis-Harris model.
11. Resistanse to change: content, causes, ways of overcoming
12. Creating a team of change agents. Roles of team members.
13. Transformational communications. 5W’s of change communication. Stages of communication: Koch model
14. Review of contemporary state of popular change management tools.
    TQM

Lean
Six Sigma
Hybrid methodology of Lean Six Sigma
20 keys methodology

15. Institutionalization and formalization of change
16. Final workshop

8. ***Фонд оценочных средств (ФОС)*** для оценивания результатов обучения по дисциплине (модулю)

8.1. Типовые контрольные задания или иные материалы для проведения текущего контроля успеваемости.

Алгоритм выполнения заданий раскрывается в рамках аудиторных занятий, в случае необходимости проводятся дополнительные консультации, в том числе по электронной почте.

Перечень предлагаемых форм проверки степени освоения дисциплины: (по заданиям)

Example tasks (incl. self-study activity)

- Working in groups of 3-4 students develop a force field (Lewin model) of change initiative for your own company. Present your results in a seminar.
- Answer the question below in a written form individually. “A change program is about to be initiated in your company. What would be the key steps to be taken up to the announcement?”
- Watch abstract of online video lecture of professor Adizes http://www.youtube.com/watch?v=B6i4aLRS5Dg
  (11 step methodology) Answer the question whether these ideas are appropriate for your company or not. Why?
- Create a survey form to identificate and eliminate waste (“muda”) in your department
- An employee has just been seconded to a change program from his normal job. What emotions he might have when he is told? Describe how to handle them.
- Read cases describing change in the british NHS, working in groups 3-4 students analyses one of the presented cases. What was right| wrong in the situation of change. What are your recommendations. Present your results in a seminar. (Use report “Developing a change management skills A resource for health care professionals and managers” by Iles,V., Cranfield S. NCCSDO, London 2004. Free available).
- Explain, why is it important to understand the culture of an organization before implementing change.
- Read an article on change from the open recommended list (the list is below) and make presentation on it

Перечень статей, рекомендуемых для подготовки докладов (доступны по подписке МГУ)
List of articles for students presentations (reports) (to read articles use the Lomonosov MSU foreign scientific databases subscription)

1. *Ascari A., Rock M., Dutta S.* Reengineering and Organizational change: lessons from a comparative analysis of company experiences //European management journal. — 1995. — №1.
2. *Abel C.F., Sementelli A.J.* Evolutionary critical theory, metaphor, and organizational change // Journal of Management Development. 2005. — Vol. 24. — № 5. — P. 443–458.
3. *Abraham M., Crawford J., Fisher T.* Key factors predicting effectiveness of cultural change and improved productivity in implementing total quality management // International Journal of Quality and Reliability Management. 1999. — Vol. 16. — № 2. — P. 112–132.
4. *Alban-Metcalfe R. J., Alimo-Metcalfe B.* The transformational leadership questionnaire (TLQ-LGV): a convergent and discriminant validation study Leadership & Organization Development Journal. 2000. — Vol. 21. — № 6. —P. 280–296.
5. *Allen R.S., Montgomery K.A.* Applying an organizational development approach to creating diversity // Organizational dynamics. — N.Y. 2001. — Vol. 30. — № 2. — P. 149–160.
6. *Amis J., Slack T., Hinings C.R.* The pace, sequence, and linearity of radical change // Acad. of management journal. — Madison (Miss.). 2004. — Vol. 47. — № 1. — P. 15–39.
7. *Anderson D.L.* «What you'll say is . . .»: represented voice in organizational change discourse // Journal of Organizational Change Management. 2005. — Vol. 18. — № 1. — P. 63–77.
8. *Appelbaum S.H., Pratt W.G.* Strategic organizational change: the role of leadership, learning, motivation and productivity // Management Decision. 1998. — Vol. 36. — № 5. — P. 289–301.
9. *Armenakis A.A., Harris S.G.* Crafting a change message to create transformational readiness // Journal of Organizational Change Management. 2002. — Vol. 15. — № 2. — P. 169–183.
10. *Atkinson P.* Managing resistance to change. // Management Services. Spring 2005. — Vol. 49. — Issue 1.
11. *Attaran M.* Why does reengineering fail? A practical guide to a successful implementation // Journal of Management Development. 2000. — Vol. 19. — № 9. — P. 794–801.
12. *Bamford D.R., Forrester P.L.* Managing planned and emergent change within an operations management environment // International Journal of Operations & Production Management. 2003. — Vol. 23. — № 5. — P. 546–564.
13. *Banerji P., Krishnan V.R.* Ethical preferences of transformational leaders: an empirical investigation // Leadership & Organization Development Journal. 2000. — Vol. 21. — № 8. — P. 405–413.
14. *Barber F., Freeland D.G., Brownell D.* A survivor's guide to organization redesign. The Boston Consulting Group. Inc. 2003.
15. *Bechtel R.L., Squires J.K.* Tools and techniques to facilitate change // Industrial and Commercial Training. 2001. — Vol. 33. — N 7. — P. 249–254.
16. *Beech N., Johnson P.* Discourses of disrupted identities in the practice of strategic change // Journal of Organizational Change Management. 2005. — Vol. 18. — № 1. — P. 31–47.
17. *Beugelsdijk S., Slangen A., van Herpen M.* Shapes of organizational change: the case of Heineken Inc. // Journal of Organizational Change Management. 2002. — Vol. 15. — № 3 — P. 311–326.

18. *Beyr J.* «One best way» oder Varietat?: Strategien und Organisationsstrukturen von Grosunternehmen in Prozess der Internationalisierung // Soziale Welt. — Baden–Baden. 2001. —
Jg. 52. — H. 1. — S. 7–28.
19. *Bhuiyan N., Bagel A.* An overview of continious improvement: from the past to the present // Management Decision. — 2005. — Vol. 43. — №5. P. 761–771.
20. *Black J.A.* Fermenting change Capitalizing on the inherent change found in dynamic non-linear (or complex) systems // Journal of Organizational Change Management. 2000. — Vol. 13. — № 6. — P. 520–525.
21. *Boer H.* Guest editorial. New challenges in operations management // International Journal of Operations & Production Management. 2003. — Vol. 23. — № 10. — P. 1108–1113.
22. *Bovey W. H., Hede A.* Resistance to organizational change: the role of cognitive and affective processes // Leadership & Organization Development Journal. 2001. — Vol. 22. — № 8. — P. 372–382.
23. *Boyd L., Gupta M.* Constraints management. What is the theory? // International Journal of Operations & Production Management. 2004. — Vol. 24. — № 4. — P. 350–371.
24. *Boyne G.A.* Sources of public service improvement: a critical review and research agenda // Journal of public administration research and theory. 2003. — Vol. 13. — N 3. —
P. 368–394.
25. *Brown P.* The evolving role of strategic management development m // Journal of Management Development. 2005. — Vol. 24. — № 3. — P. 209–222.
26. *Bryant M., Cox J.W.* Conversion stories as shifting narratives of organizational change // Journal of Organizational Change Management. 2004. — Vol. 17. — № 6. — P. 578–592.
27. *Buch K., Rivers D.* TQM: the role of leadership and culture // Leadership & Organization Development Journal. — 2001. — Vol. 22. — № 8. — P. 365–371.
28. *Burnes B.* Emergent change and planned change – competitors or allies? // International Journal of Operations & Production Management. 2004. — Vol. 24. — № 9. — P. 886–902.
29. *Burnes B.* Managing change and changing managers from ABC to XYZ // Journal of Management Development. 2003. — Vol. 22. — № 7. — P. 627–642.
30. *Burnes B.* No such thing as … a “one best way” to manage organizational change // Management Decision. 1996. — Vol. 34. — № 10. — P. 11–18.
31. *Cacioppe R., Edwards M.* Seeking the Holy Grail of organisational development // Leadership & Organization Development Journal. 2005. — Vol. 26. — № 2. — P. 86–105.
32. *Caldwell R.* Change leaders and change managers: different or complementary? // Leadership & Organization Development Journal. 2003. — Vol. 24. — № 5. — P. 285–293.
33. *Carr A.* Jung, archetypes and mirroring in organizational change management // Journal of Organizational Change Management. 2002. — Vol. 15. — № 5. — P. 477–489.
34. *Chapman J.A.* A framework for transformational change in organizations // Leadership & Organizational development Journal. 2002. — Vol.23. — № 1. — P. 16–25.
35. *Chawla A., Kelloway E.K.* Predicting openness and commitment to change // The Leadership & Organization Development Journal. 2004.—Vol. 25. — № 6. — P. 485–498.
36. *Cheese P.* Change Management. Disturbing the system // Outlook. 2004. — № 2. — P. 33–39.

37. *Coad A.F., Berry A.J.* Transformational leadership and learning orientation // Leadership & Organization Development Journal. 1998. — Vol. 19. № 3. —P. 164–172.
38. *Coghlan D.* Managing organizational change through teams and groups // Leadership & Organization Development Journal. 1994. — Vol. 15. — № 2. — P. 18–23.
39. *Collins D.* New paradigms for change? Theories of organization and the organization of theories // Journal of Organizational Change Management. 1996. — Vol. 9. — № 4. — P. 9–23.
40. *Cornell J.* Aspects of the management of change // Journal of Management in Medicine.1996. — Vol. 10. — № 2. — P. 23–30.
41. *De Brabandere L.* The Forgotten Half of Change /article adapted from the author's new book: The Forgotten Half of Change: Achieving Greater Creativity Through Changes in Perception, Dearborn Trade Publishing, 2005/, The Boston Consulting Group, Inc. 2005.
42. *Del Val M.P., Fuentes C.M.* Resistance to change: a literature review and empirical study // Management Decision. 2003 — Vol. 41. — № 2. — P. 148–155.
43. *Doyle M.* Dispersing change agency in high velocity change organizations: issues and implications // Leadership & Organization Development Journal. 2001. — Vol. 22. — № 7. — P. 321–329.
44. *Doyle M.* Managing development in an era of radical change: evolving a relational perspective // Journal of Management Development. 2000. — Vol. 19. — № 7. — P. 579–601.
45. *Duberley J. et al* Manufacturing change: the role of performance evaluation and control systems // International Journal of Operations & Production Management. 2000. — Vol. 20. — № 4. — P. 427–440.
46. *Dym C.L.*, Design, Systems, and Engineering Education // *International Journal of Engineering Education*. — 2004. — № 20 (3). — P. 305–312.
47. *Eales-White R.* Change management: understanding and harnessing creative diversity // Industrial and Commercial Training. 2004. — Vol. 36. — № 4. — P. 171–174.
48. *Elrod II P.D., Tippett D.D.* The «death valley» of change // Journal of Organizational Change Management. 2002. — Vol. 15. — № 3 — P. 273–291.
49. *Emiliani M.L., Stec D.J.* Leaders lost in transformation // Leadership & Organization Development Journal. 2005. — Vol. 26. — № 5. — P. 370–387.
50. *Esty D. C.* Transparency What Stakeholders Demand // Harvard Business Review. October 2007. — P. 30–34.
51. *Ford J.D., Ford L.W., McNamara R.T.* Resistance and the background conversations of change // Journal of Organizational Change Management. 2002. — Vol. 15. — № 2 — P. 105–121.
52. *Francis D., Bessant J., M Hodbay* Managing radical organization transformation // Management Decision. 2003. — Vol. 41. — № 1. — P. 18–31.
53. *French E., Delahaye B.* Individual change transition: moving in circles can be good for you // Leadership & Organization Development Journal. 1996. — Vol.17. — № 7. — P. 22–28.
54. *Friday E., Friday S.S.* Managing diversity using a strategic planned change approach // Journal of Management Development. 2003. — Vol. 22. — № 10. — P. 863–880.
55. *Gaunt K.* Challenges of change management // Management. July. 2007. — P. 72..
56. *Grasley M., Eng P.* Changing a process? Ask MOM for help. Control Engineering. May 2007. — P. 30.

57. *Haipeter Th.* Innovation zwischen Markt und Partizipation: Widerspruchliche Arbeitsgestaltung im Bankgewerbe // Zeitschrift fuer Soziologie. — Stuttgart. 2002. — Jg. 31. — H. 2. — S. 125–137.
58. *Hatch N.* To make changes, manage them HR Magazine. May 2007. — P. 63–67.
59. *Hill F.M., Collins L.K.* The roles of TQM and BPR in organisational change strategies: a case study investigation // International Journal of Quality & Reliability Management. 2000. — Vol. 17. — № 6. — P. 614–635.
60. *Hill Fr. M., Collins L. K.* A descriptive and analytical model of organizational transformation // International Journal of Quality & Reliability Management. 2000. — Vol. 17. — № 9. — P. 966–983.
61. *Johnston R. , Fitzgerald L., Markou E., Brignall S.* Target setting for evolutionary and revolutionary process change // International Journal of Operations and Production Management. 2001. — Vol. 21. — № 11. — P. 1387–1403.
62. *Keenan P., Jackson A., Sirkin H. L,* Transformation: How to Load the Dice in Your Favor The Boston Consulting Group. Inc. 2003.
63. *Kegan R., Lahey L.L.* The real reason people won's change // Harvard business rev. — Boston. 2001. — Vol. 79. — N 10. — P. 85–92
64. *Kelloway E.K. et al* Remote transformational leadership // Leadership & Organization Development Journal. 2003. — Vol. 24. — № 3. — P. 163–171.
65. *Kenneth D.P.* Strategic Reengineering: An Internal Industry Analysis Framework ; //SAM Advanced Management Journal. — 1997. — Vol. 62.
66. *Kent T.W., Crotts J.C., Azziz A.* Four factors of transformational leadership behavior // Leadership & Organization Development Journal. 2001. — Vol. 22. — № 5. — P. 221–229.
67. *Krishnan V.R.* Transformational leadership and outcomes: role of relationship duration // Leadership & Organization Development Journal. 2005. — Vol. 26. — № 6. — P. 442–457.
68. *Krishnan V.R.* Value systems of transformational leaders // Leadership & Organization Development Journal. 2001. — Vol. 22. — № 3. — P. 126–131.
69. *Laugen B.T., Acur N., Boer H.,* Frick J. Best manufacturing practices. What do the best-performing companies do? // International Journal of Operations & Production Management. 2005. — Vol. 25. — № 2. — P. 131–150.
70. *Lennox M.* Model Strategy for Change Management // Management Development Review. 1994. — Vol. 7. — № 6. — P. 16–19.
71. *Lewis D.* Five years on — the organizational culture saga revisited // Leadership & Organization Development Journal. 2002. — Vol. 23. — № 5. — P. 280–287.
72. *Lewis D.S.* Organizational Change: Relationship between reactions, behaviour and organizational performance // Journal of Organizational Change Management. 1994. — Vol. 7. —
№ 5. — P. 41–55.
73. *Lewis D.S., French E., Steane P.* A culture of conflict // Leadership & Organization Development Journal. 1997. — Vol. 18. — № 6. — P. 275–282.
74. *Lichtenstein B.M.* Grace, magic and miracles A «chaotic logic» of organizational transformation // Journal of Organizational Change Management. 1997. — Vol. 10. — N 5. —
P. 393–411.

75. *M. Washington, Hacker M.* Why change fails: knowledge counts // Leadership & Organization Development Journal. 2005. —Vol. 26. — № 5. — P. 400–411.
76. *Mabin V.J., Forgeson S., Green L.* Harnessing resistance: using the theory of constraints to assist change management // Journal of European Industrial Training. 2001. — Vol. 25. — № 2/3/4. — P. 168–191.
77. *MacAdam C.* Addressing the barriers of managing change // Management Development Review. 1996. — Vol. 9 — № 3. — P. 38–40.
78. *Macri D.M., Tagliaventi M.R., Bertolotti F.* A grounded theory for resistance to change in a small organization // Journal of Organizational Change Management. 2002. — Vol. 15. — № 3. — P. 292–310.
79. *Mc Adam P.* Radical change: a conceptual model for research agendas // Leadership & Organization Development Journal. 2003. — Vol. 24. — № 4. — P. 226–235.
80. *McGreevy M.* Managing the transition // Industrial and Commercial Training. 2003. — Vol. 35. — № 6. — P. 241–246.
81. *McGuinness T., Morgan R.E.* The effect of market and learning orientation on strategy dynamics. The contributing effect of organisational change capability // European Journal of Marketing. 2005. — Vol. 39. — № 11/12. — P. 1306–1326.
82. *Meyer C.B., Stensaker I.G.* Managing multiple change processes: challenges and intervention techniques. Academy of Management Proceedings, Philadelphia, 2007.
83. *Miller D.* Building sustainable change capability // Industrial and Commercial Training. 2004. — Vol. 36. — № 1. — P. 9–12.
84. *Minarro-Viseras E., Baines T., Sweeney M.* Key success factors when implementing strategic manufacturing initiatives // International Journal of Operations & Production Management. 2005. — Vol. 25. — № 2. — P. 151–179.
85. *Motvani J.* A business process change framework for examining lean manufacturing: a case study // Industrial Management & Data Systems. 2003. — Vol. 103. — № 5. — P. 339–346.
86. *Mukherji A., Mukherji J.* Structuring organizations for the future: analyzing and managing change // Management Decision. 1998. — Vol. 36. — № 4. — P. 265–273.
87. *Mullins J.W., Cummings L.L.* Situational strength.A framework for understanding the role of individuals in initiating proactive strategic change // Journal of Organizational Change Management. 1999. — Vol. 12. — № 6. — P. 462–479.
88. *Muthu S., Whitman L., Cheraghi S.H.* Business process reengineering: a consolidated methodology. Proceedings of the 4th Annual International Conference on Industrial Engineering Theory, Applications and Practice November 17–20. 1999. San Antonio, Texas, USA. 1999.
89. *O'Brien J.* Participation as the key to successful change — a public sector case study // Leadership & Organization Development Journal. 2002. — Vol. 23. — № 8. — P. 442–455.
90. *Okumus F.* A framework to implement strategies in organizations // Management decision. 2003. — Vol. 41. — № 9. — P.871–882.
91. *Old D.R.* Consulting for real transformation, sustainability and organic form // Journal of Organizational Change Management. 1995. — Vol. 8. — № 3. — P. 6–17.
92. *Ostroff F.* Change Management in Government // Harvard business review. May 2006. — P. 141–147.

93. *Oswick C.* Looking forwards: discursive directions in organizational change // Journal of Organizational Change Management. 2005. — Vol. 18. — № 4. — P. 383–390.
94. *Palmer B., Walls M., Burges Z., Stough C.* Emotional intelligence and effective leadership // Leadership & Organization Development Journal. 2001. — Vol. 22. — № 1. — P. 5–10.
95. *Panagiotou G., van Wijnen R.* The «telescopic observations» framework: an attainable strategic tool // Marketing Intelligence & Planning. 2005. — Vol. 23. — № 2. — P. 155–171.
96. *Paper D., Chang R.* The State of Business Process Reengineering: a search for success factors // Total quality management and business excellence. January 2005. — Vol. 16. — N 1. — P.121–133.
97. *Pauchant T.C.* Integral leadership: a research proposal // Journal of Organizational Change Management. 2005. — Vol. 18. — № 3. — P. 211–229.
98. *Pina M., Joaeo E.C., Da Cunha V.* Organizational improvisation and change: two syntheses and a filled gap // Journal of Organizational Change Management. 2003. — Vol. 16. — № 2. — P. 169–185.
99. *Poll S.W.* Organizational culture and its relationship between job tension in measuring outcomes among business executives // Journal of Management Development. 2000. — Vol 19. — № 1. — P. 32–49.
100. *Potter J.* Creating a passion for change — the art of intelligent leadership // Industrial and Commercial Training. 2001. — Vol. 33. — № 2. — P. 54–58.
101. *Powell M.J., Brock D.M.* Radical strategic change in the global professional network: the “Big Five” 1999-2001 // Journal of Organizational Change Management. 2005. — Vol. 18. — № 5. — P. 451–468.
102. *Prastacos G., Soederquist K., Spanos Y., van Wassenhove L.* An Integrated Framework for Managing Change in the New Competitive Landscape // European Management Journal. February 2002. — Vol. 20. — № 1. — P. 55–71.
103. *Schramm J.* Managing Change // HR Magazine. March 2007. — P. 152.
104. *Silvestro R.* Towards a contingency theory of TQM in services. How implementation varies on the basis and variety // International Journal of Quality and Reliability Management. — 2001. — Vol. 18. — № 3. — P. 254–288.
105. *Simon K.A.* Towards a theoretical framework for Business Process Reengineering. Gцteborg: Studies in the Use of Information Technology. June 1994.
106. *Skilling D.* Beyond the quick fix: how to manage more effectively in the heart of change // Industrial and Commercial Training. 1996. — Vol. 28. — № 4. — P. 3–7.
107. *Smith I.* Achieving readiness for organisational change // Library Management. 2005. — Vol. 26. — № 6/7. — P. 408–412.
108. *Smith I.* Continuing professional development and workplace learning 7: human resource development — a tool for achieving organizational change // Library Management. 2004. — Vol. 25. — № 3. — P. 148–151.
109. *Smith I.* Continuing professional development and workplace learning 13 Resistance to change — recognition and response // Library Management. 2005. —Vol. 26. — № 8/9. — P. 519–522.
110. *Styhre A.* Non-linear change in organizations: organization change management informed by complexity theory // Leadership & Organization Development Journal. 2002. — Vol. 23. — № 6. — P. 343–351.

111. *Tan V., Tiong T.N.* Change Management in Times of Economic Uncertainty // Singapore management review. 2005. — Vol. 27. — N 1. — P. 49–68.
112. *Techt U.* Globale Optimierungsansдtze verbessern das Projektmanagement durchgreifend // Projekt Management. 2007. — N 3. — S. 12–20.
113. *Trader-Leigh K.E.* Case study: identifying resistance in managing change // Journal of Organizational Change Management. 2001. — Vol.15. — № 2. — P. 138–155.
114. *Tsoukas H.* Afterword: why language matters in the analysis of organizational change Journal of Organizational Change Management. 2005. — Vol. 18. — № 1. — P. 96–104.
115. *Valle S.A.* The phenomenon of organizational evolution: a model for analysis // Leadership & Organization Development Journal. 2002. — Vol. 23. — № 4. — P. 215–227.
116. *Vereecke A., Pandelaere E., Deschoolmeester D., Stevens M.* A classification of development programmes and its consequences for programme management // International Journal of Operations & Production Management 2003. — Vol. 23. — №. 10. — P. 1279–1290.
117. *Volckmann R.* Assessing executive leadership: an integral approach // Journal of Organizational Change Management. 2005. — Vol. 18. — № 3. — P. 289–302.
118. *Waddell D.* Resistance: a constructive tool for change management // Management Decision. 1998. — Vol. 36. — № 8. — P. 543–548.
119. *Waldman D.* A theoretical consideration of leadership and total quality management // Leadership Quarterly. — 1993. — Vol. 19. — № 3. — P. 65–79.
120. *Weber P.S., Weber J. E.* Changes in employee perceptions during organizational change // Leadership & Organization Development Journal. 2001. — Vol. 22. — № 6. — P. 291–300.

8.2. Типовые контрольные задания или иные материалы для проведения промежуточной аттестации.

ШКАЛА И КРИТЕРИИ ОЦЕНИВАНИЯ результатов обучения (РО) по дисциплине (модулю)				
Оценка РО и соответствующие виды оценочных средств	2	3	4	5
Знания *(виды оценочных средств: устные и письменные опросы и контрольные работы, тесты, и т.п.)*	Отсутствие знаний	Фрагментарные знания	Общие, но не структурированные знания	Сформированные систематические знания

Умения *(виды оценочных средств: практические контрольные задания, написание и защита рефератов на заданную тему и т.п.)*	Отсутствие умений	В целом успешное, но не систематическое умение	В целом успешное, но содержащее отдельные пробелы умение (допускает неточности непринципиального характера)	Успешное и систематическое умение
Навыки (владения, опыт деятельности) *(виды оценочных средств: выполнение и защита курсовой работы, отчет по практике, отчет по НИР и т.п.)*	Отсутствие навыков (владений, опыта)	Наличие отдельных навыков (наличие фрагментарного опыта)	В целом, сформированные навыки (владения), но используемые не в активной форме	Сформированные навыки (владения), применяемые при решении задач

Примерный список вопросов для проведения промежуточной аттестации

1. Definition of “change”, “change management”
2. Current models of effective organization as destination of change projects. Process , Learning, Network organizations
3. International expert organizations in the field of change management (ACMP)
4. Types of change
5. Conditions for change
6. Areas of pre-change organizational diagnostics
7. Preparation change “ SUCCESS” model
8. Assessing readiness to change “ DICE” model
9. Harvey and Brown model of organisational readiness to change
10. Conditions for change success
11. 8 step model of J. Cotter
12. Adizes 11 step program
13. Change management framework of N.Russell-Jones.
14. Barriers for change
15. Role of organizational culture in change process
16. Phenomenon of resistance
17. Creating a change team

18. Change communication: stages
19. 5 W's model of content of change communication.
20. Key elements of change plan
21. Lean technologies. Principles and basic methods
22. Eliminating waste practice. Waste in service structures/project management
23. Hybrid methodology of Lean Six Sigma
24. Reengineering
25. Creating an Enterprise change management (ECM) system. Competencies of change managers, Organizational change policies and procedures patterns

9. Ресурсное обеспечение:

9.1 Перечень основной литературы

1. Управление изменениями: Учебное пособие / О.В. Кожевина. - М.: НИЦ Инфра-М, 2012. - 286 с.: 60x90 1/16. - (Высшее образование: Бакалавриат). (переплет) ISBN 978-5-16-005129-1 - Режим доступа: http://znanium.com/catalog/product/258500
2. Управление стратегическими изменениями в организациях: Учебник/А.Т.Зуб - Москва : ИД ФОРУМ, НИЦ ИНФРА-М, 2015. - 384 с.: 60x90 1/16. - (Высшее образование) (Переплёт) ISBN 978-5-8199-0631-6 - Текст : электронный. - URL: http://znanium.com/catalog/product/510072

9.2 Перечень дополнительной литературы

Статьи, рекомендованные для написания рефератов. Свободный доступ из сети МГУ

9.3 Перечень лицензионного программного обеспечения (при необходимости)

9.4 Перечень профессиональных баз данных и информационных справочных систем

9.5 Перечень ресурсов информационно-телекоммуникационной сети «Интернет» (при необходимости)

- Change-management.com /Prosci.com
- Adizes.com
- Acmp.info

in russian

- Elitarium.ru
- Management.com.ua
- Cfin.ru
- Finexpert.ru
- Smart-edu.com
- Devbusiness.ru

9.6 Описание материально-технического обеспечения.

Помещение Лекционная аудитория, аудитория для групповых занятий

Оборудование Доска, компьютер с доступом в Интернет, проекционное оборудование для презентаций, средства звуковоспроизведения, экран, (ксерокс).

Иные материалы Учебные и методические материалы на бумажных и цифровых носителях.

10. Язык преподавания. **-** английский

11. Преподаватель (преподаватели). **–** Царенко Андрей Сергеевич, уч. степень: кандидат экономических наук, место работы: Московский государственный университет имени М.В. Ломоносова (кафедра теории и технологий управления факультета государственного управления).

12. Автор (авторы) программы. **-** Царенко Андрей Сергеевич, уч. степень: кандидат экономических наук, место работы: Московский государственный университет имени М.В. Ломоносова (кафедра теории и технологий управления факультета государственного управления).