COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
Change management in public sector organizations	

Lecturer(s)	Department(s) where the course unit (module) is delivered
Lecturer: phD candidate Liudas Jurkonis	Institute of International Relations and Political Science

Study cycle	Type of the course unit (module)
Second	Compulsory

Mode of delivery	Period when the course unit (module) is delivered	Language(s) of instruction
Lectures, seminars, self-study	2/4th semesters	Lithuanian

Requirements for students	
Prerequisites: None	Additional requirements (if any): None

Course (module) volume in credits	Total student's workload	Contact hours	Self-study hours
6	160	32	118

Purpose of the course unit (module): programme competences to be developed
The purpose of the course is to provide students with an in-depth knowledge and understanding of the role of change in the public sector reform and to analyse strategies to manage for its management. The objectives of this course are following: a) to familiarize students with theoretical models of change management, and develop skills to apply them in practice; b) To introduce the theoretical models summarizing the four perspectives of change management c) to analyze selected Lithuanian public sector cases using theoretical knowledge gained in the course. The course will develop following generic competences: the ability to think critically, the ability to work and learn independently, the ability to apply the knowledge in practice, the ability to communicate information and ideas for different audiences in adequate forms, the ability to always seek for the best results.

Learning outcomes of the course unit (module)	Teaching and learning methods	Assessment methods
Will be able to understand and explain the basic change management principles and theoretical models	Discussion-based seminars, group work, independent reading.	Activity during seminars, exam / final paper (change case study) / creation/analysis of change management strategy
Will be able to apply theoretical knowledge (change management principles) in an analysis of selected practical examples (i) both in separate organizational level and (ii) in their entirety	Preparation of practical tasks, analysis of case studies.	
Will be able to implement changes and innovations, manage crisis situations by integrating knowledge from different fields in order to solve practical problems in public policy sector and provide professional	Preparation of practical tasks, independent reading.	

recommendations		
Will be able to make decisions in a complex work environment and manage professional development of individuals and groups.	Group work, analysis of case studies.	

Content: breakdown of the topics	Lectures	Seminars	Contact hours	Self-study hours	Assignments
1. Introduction: Managing change in the public sector.		4	4	8	Compulsory readings
2. Change management principles and theoretical models: McKinsey 7-S model	2	2	4	8	Compulsory readings and discussion of texts: Robert S. Kaplan, 2005, "How the balanced scorecard complements the McKinsey 7-S model", Strategy& Leadership, Vol. 33 Iss: 3 Emerald/Insight
3. Kotters' 8-step change model		2	2	4	Compulsory readings and discussion of texts: Steven H. Appelbaum, Sally Habashy, Jean-Luc Malo, Hisham Shafiq, 2012, "Back to the future: revisiting Kotter's 1996 change model", Journal of Management Development, Vol. 31 Issue: 8, pp. 764-782.
4 Other models: - Lewins' change model - Prosci ADKAR model - Hall change hierarchy model		2	2	8	Compulsory readings and discussion of texts: Robert E. Levasseur, 2001, "People Skills: Change Management Tools— Lewin's Change Model", Journal Interfaces, Volume 31 Issue 4 Vasudev Murthy & Dr. Vashima Shubha, 2010, "Applying Change Management Practices in Government Organizations: A View from the Field", Center for Electronic Governance, Indian Institute of Management Other independent search for the information
7. Analysis and preparation of Lithuanian public sector case studies (specific cases will be chosen in the discussion with students, and taking into consideration the relevant events).		20	20	64	Compulsory readings given before each class, reacting to different event and processes in the public administration). Independent search for the information
Preparation of written case study				16	
Written exam				20	Preparation for exam
Total	2	30	32	128	

Assessment strategy	Weight,%	Deadline	Assessment criteria

Written exam	60%	During semester	Comprehensiveness of the answers (20%) Ability to apply theories and models taught throughout the course (20%); Critical analytical thinking (10%) Style: clearness, consistency, academic vocabulary (10%)
Work in seminars	40%	During the semester	Quality of comments, insights and relevant remarks (20%) Active participation in seminars (20%)

Author	Year of publication	Title	Issue of a periodical or volume of a publication	Publishing place and house or web link
Compulsory reading				
Gene E. Hall	2001	"Implementing Change: Patterns, Principles, and Potholes"		
Robert S. Kaplan	2005	"How the balanced scorecard complements the McKinsey 7-S model",	Strategy & Leadership, Vol. 33 Iss: 3	Emerald/Insight
Steven H. Appelbaum, Sally Habashy, Jean-Luc Malo, Hisham Shafiq	2012	"Back to the future: revisiting Kotter's 1996 change model"	Journal of Management Development, Vol. 31 Iss: 8	
Robert E. Levasseur	2001	"People Skills: Change Management Tools—Lewin's Change Model",	Journal Interfaces, Volume 31 Issue 4	
D. Parker, A. Verlinden, R. Nussey, M. Ford, R.D. Pathak	2013	"Critical evaluation of project-based performance management"	International Journal of Productivity and Performance Management, Vol. 62 Iss: 4,	International Journal of Productivity and Performance Management
R. Todnem	2006	"Implementing change: Patterns, principles, and potholes"		
	2013	"Change intervention integration",	International Journal of Productivity and Performance Management Vol. 62 Iss: 4	International Journal of Productivity and Performance Management
Optional reading				
Sergio Fernandez1, Hal G. Rainey	2006	"Managing Successful Organizational Change in the Public Sector"	Volume 66, Issue 2, pages 168–176, March 2006	Public Administration Review
Stan Brignall, Sven Modell	2000	"An institutional perspective on performance measurement and management in the 'new public sector"	Volume 11, Issue 3, September 2000	Management Accounting Research
Thomas Diefenbach	2009	"New public management in public sector organizations: the dark sides of managerialistic enlightenment"	Volume 87, Issue 4, December 2009	Public Administration
John Stewart, Kieron Walsh	1992	"Change in the management of public services"	Volume 70, Issue 4, December 1992	Public Administration
N Flynn	2007	"Public sector management"		
R Parker, L Bradley	2000	"Organisational culture in the public sector: evidence from six organisations"		Journal of Public Sector Management

Selected articles		Harvard Business review		https://hbr.org/
Selected articles		The Economist		
Selected articles		Magazine „Valstybė"		
Selected articles		Magazine "IQ"		