

UNIVERSITY OF ECONOMICS - VARNA
FACULTY OF MANAGEMENT
DEPARTMENT OF MANAGEMENT AND ADMINISTRATION

Adopted by the FC (record №12/29.04.2024)

Adopted by the DC (record №10/16.04.2024)

ACCEPTED BY:

Dean:

(Assos. Prof. Dobrin Dobrev, PhD)

SYLLABUS

SUBJECT: CONSIDERING AGILITY AND CHANGE

DEGREE PROGRAMME: Master of business administration; MASTER'S DEGREE

YEAR OF STUDY: 6; SEMESTER: 12

TOTAL STUDENT WORKLOAD: 270 hours; incl. curricular 75 hours

CREDITS: 9

DISTRIBUTION OF STUDENT WORKLOAD ACCORDING TO THE CURRICULUM

<i>TYPE OF STUDY HOURS</i>	WORKLOAD, hours	TEACHING HOURS PER WEEK, hours
CURRICULAR: incl. <ul style="list-style-type: none">• LECTURES• SEMINARS / LAB. EXERCISES	45 30	3 2
EXTRACURRICULAR	195	-

Prepared by:

1.
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I. ANNOTATION

The necessity of agility and change and their implementation in organizations require theoretical consideration as well as acquisition of practical skills. The course aims to expand students' knowledge of developing agile organizations in which change is seen as part of the routine. Special attention is given to the main issues resolved in each stage of the change management process. Structures and practices which enable the achievement of organization agility are focused on also.

The course contributes to developing in-depth knowledge and skills in diagnosing the necessity of change, choosing a strategy for its implementation, as well as skills for making companies agile and techniques how to cope with the resistance to change in organizations. Furthermore, it will provide students with an understanding of the scope and types of organizational change, challenges of sustaining change and agility and staying competitive through change.

Students will get to know and analyze various examples and practical situations (case studies) of changing organizations – how agility is achieved and managed and how it affects the different stakeholders. Students will develop skills for recognizing obstacles in the process of implementing change and to propose strategies for overcoming them. In this way, the following key competences are applied and developed: personal, social and learning to learn, citizenship and entrepreneurship.

II. THEMATIC CONTENT

№	TITLE OF UNIT AND SUBTOPICS	NUMBER OF HOURS		
		L	S	L.E.
Theme 1. WHAT IS AGILITY?		6	3	
1.1.	Definition and importance of agility			
1.2.	Aspects and elements of business agility			
1.3.	The rise of business agility			
Theme 2. THEORETICAL APPROACHES TO AGILITY		6	3	
2.1.	Traditional theoretical approaches to agility			
2.2.	Dynamic capabilities approach to agility			
2.3.	Design-thinking approach to agility			
Theme 3. ORGANIZATIONAL CHANGE – MAIN ISSUES		6	3	
3.1.	Scope and necessity of organizational change			
3.2.	Types of organizational change			
3.3.	Change in the process of organizational development			
Theme 4. DIMENSIONS AND DRIVERS OF ORGANIZATIONAL CHANGE		4	3	
4.1.	Measuring organizational change			
4.2.	Approaches to organizational change			
4.3.	Internal and external change drivers			
Theme 5. CHANGE MANAGEMENT PROCESS		4	3	
5.1.	Specific organizational change models			
5.2.	Stages of the planned organizational change process			
5.3.	Key issues to resolve in each stage			
Theme 6. REVIEWING THE CHANGE PROGRESS AND AGILITY		4	3	

6.1.	Progress indicators of implementing change			
6.2.	Unsuccessful change and the necessity of its discontinuation			
6.3.	Resistance to change. Managing resistance			
Theme 7. SUSTAINING CHANGE AND AGILITY		4	3	
7.1.	Staying competitive through change			
7.2.	Organizational agility and stability			
7.3.	Agility enablers			
Theme 8. AGILE ORGANIZATIONS DESIGN		4	3	
8.1.	Design characteristics supporting change and agility			
8.2.	Organizational learning, change and agility			
Theme 9. COMPETITIVE ADVANTAGES AND AGILITY		4	3	
9.1.	Process of creating and sustaining competitive advantages			
9.2.	Agility and dynamic changes of organizations			
Theme 10. SUCCESS STORIES AND FAILURES OF AGILE ORGANIZATIONS		3	3	
10.1.	Challenges of implementing change. Involvement of people			
10.2.	Key lessons learned regarding change and agility			
Total:		45	30	

III. FORMS OF CONTROL:

№	TYPE AND FORM OF CONTROL	Number	extracurricular, hours
1.	Midterm control		
1.1.	Case-study analysis	3	90
1.2.	Written assignment on a specific topic	1	35
1.3.	Critical analysis and presentation	1	30
Total midterm control:		5	155
2.	Final term control		
2.1.	Examination (test)	1	40
Total final term control:		6	40
Total for all types of control:			195

IV. LITERATURE

REQUIRED (BASIC) LITERATURE:

1. Diderich, C. *Design Thinking for Strategy. Innovating towards competitive advantage.* Springer, 2020
2. Grundy, T. *Dynamic competitive strategy: turning strategy upside down.* Routledge, 2018
3. Lawler, E., C. Worley, C. *Built to Change: How to Achieve Sustained Organizational Effectiveness.* San Francisco: Jossey-Bass, 2006

4. Palmer, I., R. Dunford, R., Akin, G. *Managing Organizational Change: A Multiple Perspectives Approach*, McGraw-Hill Irwin, 2008
5. Taylor, P. *Make your business agile. A roadmap for transforming your management and adapting to the 'new normal'*. Routledge, 2021

RECOMMENDED (ADDITIONAL) LITERATURE:

1. Aghina, W., A. De Smet & K. Weerda. *Agility: It rhymes with stability. In McKinsey On Organization: Agility and organization desigh*, May 2016, McKinsey & Company, 2016
2. Burnes, Bernard. *Managing Change*, Pearson, 2017
3. Cameron, E., M. Green, *Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change*, Kogan Page, 2020
4. Cook, Sarah, S. Macaulay, *Change Management Excellence: Using the Four Intelligences for Successful Organizational Change*, Kogan Page, 2004
5. Kotter, J. et al. *10 Must Reads on Change Management*. HBR's 10 must reads series, Harvard Business Review Press, 2021
6. Kotter, J., D. Cohen. *The Heart Of Change: Real-Life Stories Of How People Change Their Organizations*. Harvard Business Review Press, 2012
7. Maximova, V. *Change-Supporting Organizational Structures: Challenges and Limitations. Izvestia Journal of the Union of Scientists - Varna. Economic Sciences Series*, Varna: Union of Scientists - Varna, 12, 2023, 2, 99-106
8. Maximova, V. *Agile Organisations - Features and Agility Enablers. Izvestia Journal of the Union of scientists- Varna. Economic Science Series*, Varna: Union of Scientists - Varna, 10, 2021, 2, 106-114
9. North, Kl., Maier, R., Haas, O. *Knowledge Management in Digital Change: New Findings and Practical Cases*. Springer, 2018
10. Teece, D.J. *Dynamic Capabilities and Strategic Management*. Oxford University Press, 2009