

**FEDERAL STATE BUDGET EDUCATIONAL
INSTITUTION OF HIGHER EDUCATION
“LOMONOSOV MOSCOW STATE UNIVERSITY”**

FACULTY OF ECONOMICS

«APPROVED»

Dean of the Faculty of Economics, MSU

professor _____ A.A.Auzan

«____» _____ 2023

COURSE SYLLABUS

Course title:

ORGANIZING AND LEADING CHANGE (IN ENGLISH)

Level of higher education:

MASTER STUDIES

Field of study:

38.04.02. MANAGEMENT

Mode of study:

FULL-TIME

Course syllabus is considered and approved by
the Educational and Methodological Council of the Faculty of Economics
(minutes №_____, date)

Moscow 2023

The course syllabus is developed in accordance with the self-established MSU educational standard (ES MSU) for implemented main professional educational programs of higher education for Master's degree in the field of study 38.04.02. Management

ES MSU is approved by the decision of MSU Academic Council dated December 28, 2020, minutes №7

Year (years) of enrollment: 2023 and forthcoming

1. Place and status of the course in the structure of the Master program

Course status: *elective*

Trimester: 5th

2. Course Prerequisites

This discipline is based on the knowledge and skills acquired as a result of studying following courses:

— Strategic Management

3. Intended learning outcomes (ILO) of the course associated to the required competencies of the graduates

Competencies of graduates (codes)	Indicators of achievement of competencies	Intended learning outcomes of the course (module) associated to the required competencies of the graduates
PC-9. Capable of finding, systematizing and analyzing information in the field of management consulting	PC-9.I-1. Defines the information base of research in the field of management consulting	PC-9.I-1.K-1. Knows the information base of research in the field of management consulting
		PC-9.I-1.A-1. Able to collect information in the field of management consulting
	PC-9.I-2. Selects methodology and develops tools for systematization and analysis of information in the field of management consulting	PC-9.I-2.K-1. Knows the methods of systematization and analysis of information in the field of management consulting
		PC-9.I-2.A-1. Able to analyze and systematize collected information in the field of management consulting
PC-10. Capable of carrying out consulting management projects	PC-10.I-1. Conducts consulting research	PC-10.I-1.K-1. Knows main technologies and methods of conducting consulting research
		PC-10.I-1.A-1. Able to correctly select and apply methods and tools for developing solutions to the formulated management issues
	PC-10.I-2. Presents the results of the conducted study in the form of recommendations	PC-10.I-2.A-1. Able to present the results of consulting research in the form of recommendations
SPC-2. Capable of applying acquired knowledge in practice and using an	SPC-2.I-1. Conducts an integrated analysis of situations	SPC-2.I-1.A-1. Able to conduct a comprehensive analysis of the company's activities in the foreign market considering the priorities of the

integrated approach to real business situations in international context	related to the current activities of international companies	internationalization strategy
	SPC-2.I-2. Makes decisions related to international business activities based on an integrated analysis	SPC-2.I-1.A-2. Able to analyze real business cases and identify strengths and weaknesses of managerial decisions in international companies
		SPC-2.I-2.A-1. Able to analyze the market potential when developing an algorithm for entering new foreign markets
SPC-3. Capable of elaborating and implementing international development strategies for organizations with different forms of ownership based on the analysis of international business environment and modern trends, including digitalization of economic activities	SPC-3.I-1. Formulates and implements international development strategies for companies, considering their organizational and legal form	SPC-2.I-2.A-2. Able to predict and manage the risks of business activities in a foreign territory
	SPC-3.I-2. Adapts development strategies of organizations to the peculiarities of their international business environment and modern trends, including digitalization of economic activity	SPC-3.I-1.A-1. Able to analyze the existing international strategies of a company in international business
		SPC-3.I-1.U-2. Able to make strategic managerial decisions in organizations / companies, considering their form of ownership and country of origin
		SPC-3.I-2.A-1. Able to develop a strategy for the internationalization of the company, considering the peculiarities of the foreign business environment, the potential of the foreign market
		SPC-3.I-2.A-2. Able to adapt a company's marketing strategies to the demands of foreign markets
SPC-5. Capable of applying entrepreneurial and organizational change approaches in global context that are based on the principles of sustainability	SPC-3.I-2.A-3. Able to evaluate the effect of implementation of new digital business models and technologies	
	SPC-5.I-1. Reasonably uses modern approaches to starting-up new and managing existing international companies	SPC-5.I-1.K-1. Knows conditions and factors of forming the potential value of an establishing business
	SPC-5.I-2. Identifies and justifies the organization's needs for change, considering the dynamics of the global business environment and the principles of sustainability	SPC-5.I-1.A-1. Able to identify market needs and use modern approaches in the formation of business models of established and existing enterprises
		SPC-5.I-2.K-1. Knows main components of sustainable business development, including environmental, social factors and corporate governance (ESG factors)
		SPC-5.I-2.A-1. Able to diagnose the needs of an organization for changes that are adequate to the global dynamics of the external environment and to assess its readiness for these changes
		SPC-5.I-2.A-2. Able to evaluate the compliance of international business development projects with the principles of sustainability

4. Workload of the course by types of activity

The workload of the discipline is 6 ECTS: 216 academic hours, including 108 academic hours of contact work with a professor, 108 academic hours of self-directed studies.

5. Learning format

Full-time, with the use of educational platform On.Econ (use of distant learning technologies is allowed if necessary).

6. Content of the course structured by topics (sections) indicating the number of academic hours allocated to them and types of training

Title and brief content of sections and topics of the course (module), Form of assessment for the course (module)	Total (hours)	Contact work (work in contact with a professor) <i>Types of contact work, hours</i>				Student self-directed studies <i>Types of self-directed studies, hours</i>		
		Seminars	Group consultations	Individual consultations	Total	Business cases	Final examination – Defense of final case study	Total
Topic 1. Introduction to Organizational Change in a BANI World. Technological Disruption and Change.	30	8	4	4	16	14	-	14
Topic 2. Becoming a Great Leader. Managing Teams Across Cultures.	30	8	4	4	16	14	-	14
Topic 3. Motivating Teams for Change. Ethical and moral leadership.	30	8	4	4	16	14	-	14
Topic 4. Leading in ESG Times	30	8	4	4	16	14	-	14
Topic 5. Strategic Innovation in Management. Critical Thinking and Decision-Making.	30	8	4	4	16	14	-	14
Topic 6. Conflict Resolution in Change Management	30	8	4	4	16	14	-	14
Topic 7. Conclusions of the course. Key learning applications	20	4	-	4	8	-	12	12
Midterm assessment (control):	16	4	-	-	4	-	12	12

— Defense of final case study								
Total	216	56	24	28	108	84	24	108

Brief content of the course topics

Topic 1. Introduction to Organizational Change in a BANI World. Technological Disruption and Change.

Understanding the VUCA and BANI context. Implications for change management. Key theories and models of organizational change. Strategies for leading change in a BANI environment. Understanding the impact of technology on organizations. Strategies for managing technological disruption. Leveraging technology to drive change.

Main literature

Harvard Business Review - HBR's 10 Must Reads on Change Management. Volume 2. Collection (2021, Harvard Business Review Press)

Harvard Business Review_ John P. Kotter_ W. Chan Kim_ Renée A. M - HBR's 10 Must Reads on Change Management (including featured article Leading Change, by John P. Kotter) (2011, Harvard Business Review Press)

Topic 2. Becoming a Great Leader. Managing Teams Across Cultures.

Key traits and behaviors of effective leaders. Developing leadership skills. Leading with empathy and emotional intelligence. Vision. Holistic thinking. Flexibility. Resilience. Building trust. Active listening techniques. Effective communication. Cultural differences in teams and organizations. Strategies for managing diverse teams. Cultural awareness in global business.

Main literature

Helen Deresky - International Management Managing Across Borders and Cultures, Text and Cases (2021, Pearson) - 10th Edition

Charles W. L. Hill PhD - ISE International Business - Competing in the Global Marketplace (2022, McGraw Hill)

Topic 3. Motivating Teams for Change. Ethical and moral leadership.

Understanding motivation theories. Techniques for motivating teams during change initiatives. Aligning individual and organizational goals. Facing the big dilemmas.

Main literature

Alex Budak - Becoming a Changemaker - An Actionable, Inclusive Guide to Leading Positive Change at Any Level (2022, Grand Central Publishing)

Jon Gordon - The Power of Positive Leadership: How and Why Positive Leaders Transform Teams and Organizations and Change the World

Topic 4. Leading in ESG Times

Understanding the importance of ESG (Environmental, Social, Governance) in business.
Strategies for integrating ESG into change initiatives.

Main literature

Ibrahim E. Sancak, Change management in sustainability transformation: A model for business organizations, Journal of Environmental Management, Volume 330, 2023, p. 117-165, ISSN 0301-4797, <https://doi.org/10.1016/j.jenvman.2022.117165>
Salogub, A.M., Chistova, M.V., Demina, N.V., Natkho, O.I. (2024). Innovative Development of Modern Organizations, New Economy and ESG Transformation. In: Sergi, B.S., Popkova, E.G., Ostrovskaya, A.A., Chursin, A.A., Ragulina, Y.V. (eds) Ecological Footprint of the Modern Economy and the Ways to Reduce It. Advances in Science, Technology & Innovation. Springer, Cham. https://doi.org/10.1007/978-3-031-49711-7_11

Topic 5. Strategic Innovation in Management. Critical Thinking and Decision-Making.

Identifying future innovations and opportunities. Strategies for driving strategic innovation. Developing critical thinking skills for change leadership. Data-driven decision making in change initiatives. Balancing the urgent with the important in decision-making.

Main literature

Abhijit V. Banerjee & Esther Duflo – Good Economics for Hard Times (2019, Public Affairs)
Chris Lever_Lebene Richmond Soga_Yemisi Bolade-Ogunfodun Leben - Leading Transformational Change (2024, Routledge)

Topic 6. Conflict Resolution in Change Management

Techniques for managing and resolving conflicts during change. Building consensus and collaboration. Managing resistance to change.

Main literature

I.W. Zartman, Siniša Vuković Rethinking Conflict Resolution and Management, Edward Elgar Publishing, 2023

Topic 7. Conclusions of the course. Key learning applications

Reflections on the 360 degrees perspective on the key drivers / needs/ options for organizing and leading change of an international business.

Midterm assessment (control) — Defense of final case study

Students' presentations of the final case study.

7. Assessment tools to assess the course learning outcomes

7.1. Sample assessment tools:

Learning outcomes of the course	Types of assessment tools
PC-9.I-1.K-1. Knows the information base of research in the field of management consulting	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
PC-9.I-1.A-1. Able to collect information in the field of management consulting	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
PC-9.I-2.K-1. Knows the methods of systematization and analysis of information in the field of management consulting	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
PC-9.I-2.A-1. Able to analyze and systematize collected information in the field of management consulting	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
PC-10.I-1.K-1. Knows main technologies and methods of conducting consulting research	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
PC-10.I-1.A-1. Able to correctly select and apply methods and tools for developing solutions to the formulated management issues	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
PC-10.I-2.A-1. Able to present the results of consulting research in the form of recommendations	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
SPC-2.I-1.A-1. Able to conduct a comprehensive analysis of the company's activities in the foreign market considering the priorities of the internationalization strategy	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
SPC-2.I-1.A-2. Able to analyze real business cases and identify strengths and weaknesses of managerial decisions in international companies	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
SPC-2.I-2.A-1. Able to analyze the market potential when developing an algorithm for entering new foreign markets	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
SPC-2.I-2.A-2. Able to predict and manage the risks of business activities in a foreign territory	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
SPC-3.I-1.A-1. Able to analyze the existing international strategies of a company in international business	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
SPC-3.I-1.U-2. Able to make strategic managerial decisions in organizations / companies, considering their form of ownership and country of origin	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
SPC-3.I-2.A-1. Able to develop a strategy for the internationalization of the company, considering the peculiarities of the foreign business environment, the potential of the foreign market	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study

SPC-3.I-2.A-2. Able to adapt a company's marketing strategies to the demands of foreign markets	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
SPC-3.I-2.A-3. Able to evaluate the effect of implementation of new digital business models and technologies	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
SPC-5.I-1.K-1. Knows conditions and factors of forming the potential value of an establishing business	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
SPC-5.I-1.A-1. Able to identify market needs and use modern approaches in the formation of business models of established and existing enterprises	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
SPC-5.I-2.K-1. Knows main components of sustainable business development, including environmental, social factors and corporate governance (ESG factors)	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
SPC-5.I-2.A-1. Able to diagnose the needs of an organization for changes that are adequate to the global dynamics of the external environment and to assess its readiness for these changes	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study
SPC-5.I-2.A-2. Able to evaluate the compliance of international business development projects with the principles of sustainability	<ul style="list-style-type: none"> • Business cases • Final examination – Defense of final case study

7.2. Course assessment criteria (scores):

Types of assessment tools	Score
Business cases	240
Final examination – Defense of final case study	60
Total	300

7.3. Grade for the course is determined based on the following criteria :

Grade	Minimum score	Maximum score
<i>Excellent</i>	255	300
<i>Good</i>	195	254,9
<i>Satisfactory</i>	120	194,9
<i>Failed</i>	0,0	119,9

Note: in case a student's score obtained during the trimester is less than 20% of the maximum score of the discipline, the following rule of passing the course should be applied at the midterm assessment (and further re-examination): 'a student can obtain only a satisfactory mark and only in case she/he receives for the midterm assessment, including all the course material, no less than 85% of the score allocated to this assessment'.

7.4. Typical tasks and other materials necessary to assess the learning outcomes:

— *Business cases*

For each business case students are provided with a brief overview of a real business situation and are asked to investigate the situation in more details and develop solutions to the formulated management issues (related to organizing and leading change).

Sample Business Case: EL PAÍS - How digital disruption changed a traditional media

Initial situation

- Most read newspaper in Spain, founded in 1976
- In 2005 reached the highest EBITDA of its history (144 € million).
- In 2012 losses appeared.
- Perfect storm: digital transformation + economic crisis
- Industry has been suffering: in just 10 years (2007-2017), sales of Spanish newspapers dropped by 60%.
- In the same period (2007-2017), the Spanish newspapers penetration (= % readers) decreased 41%
- New digital revenues: Add-on sales decreased by 43%; step by step, e-commerce and other digital revenues started to grow

Key challenges

- Urgent need for a change in business model

Competitor's experience – The New York Times

- The New York Times (NYT) adapted its business model to include a digital subscription service.
- In 2011 The New York Times launched a paywall. In the first year digital revenues totaled to \$47 million of revenue. By 2022 they had climbed to \$979 million and accounted for 42% of total revenue
- Now The New York Times offers a package that combines core news with its cooking app, games, Wirecutter (review service) and The Athletic (all about sports).

The Task: to set a strategic vision (formulate a change strategy) for the company and define its targets.

7.5. Methodological guidelines and assignment requirements:

The main method of studying the discipline is development of business cases based on real business situations.

- Work in groups
- Weight grading: 40% - individual performance, 60% - group performance

Assessment is based on:

- Quality / depth of research
- Definition of strategy
- Target setting
- Presentation skills (focus, conciseness, oral skills)

Up-front recommendations for students:

- Be time-conscious
- Targets oriented
- Execution / application
- Insatiable sense of curiosity

8. Resources

8.1. List of main and additional literature

9. Main and additional literature:

Main literature:

Harvard Business Review - HBR's 10 Must Reads on Change Management. Volume 2. Collection (2021, Harvard Business Review Press)

Harvard Business Review_ John P. Kotter_ W. Chan Kim_ Renée A. M - HBR's 10 Must Reads on Change Management (including featured article Leading Change, by John P. Kotter) (2011, Harvard Business Review Press)

Helen Deresky - International Management Managing Across Borders and Cultures, Text and Cases (2021, Pearson) - 10th Edition

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Alex Budak - Becoming a Changemaker - An Actionable, Inclusive Guide to Leading Positive Change at Any Level (2022, Grand Central Publishing)

Jon Gordon - The Power of Positive Leadership: How and Why Positive Leaders Transform Teams and Organizations and Change the World

Ibrahim E. Sancak, Change management in sustainability transformation: A model for business organizations, Journal of Environmental Management, Volume 330, 2023, p. 117-165, ISSN 0301-4797, <https://doi.org/10.1016/j.jenvman.2022.117165>

Salogub, A.M., Chistova, M.V., Demina, N.V., Natkho, O.I. (2024). Innovative Development of Modern Organizations, New Economy and ESG Transformation. In: Sergi, B.S., Popkova, E.G., Ostrovskaya, A.A., Chursin, A.A., Ragulina, Y.V. (eds) Ecological Footprint of the Modern Economy and the Ways to Reduce It. Advances in Science, Technology & Innovation. Springer, Cham. https://doi.org/10.1007/978-3-031-49711-7_11

Abhijit V. Banerjee & Esther Duflo – Good Economics for Hard Times (2019, Public Affairs)

Chris Lever_Lebene Richmond Soga_Yemisi Bolade-Ogunfodun Leben - Leading Transformational Change (2024, Routledge)

I.W. Zartman, Siniša Vuković Rethinking Conflict Resolution and Management, Edward Elgar Publishing, 2023

Additional literature:

Walter Isaacson - Steve Jobs (2011, Simon & Schuster)

Walter Isaacson - The Innovators (2014, Simon & Schuster)

Mariana Mazzucato – Mission Economy (2021, Penguin Books Ltd)

Don Tapscott & Alex Tapscott - Blockchain revolution (2016, Penguin Publishing Group)

Chip Heath and Dan Heath - Switch: How to Change Things When Change Is Hard

8.2. List of licensed software

Package of Software ‘Microsoft Office’.

8.3. List of professional databases and information referral systems

Institutional subscription resources of the Faculty of Economics, MSU.

8.4. List of Internet resources (if necessary)

— Harvard Business Review: <https://hbr.org/>

— O'Reilly: <https://www.oreilly.com/>

8.5. Description of material and technical support

For the appropriate organization of classes, the following equipment is needed:

- ‘ON.ECON’ electronic educational information environment of the Faculty of Economics, Lomonosov Moscow State University;
- multimedia class with a video projector, Internet access
- Institutional subscription resources of the Faculty of Economics, MSU.

10. Language of instruction: English

11. Professor (professors): Arbaizar Gonzalez Victor Alejandro

12. Syllabus authors: Arbaizar Victor Gonzalez Alejandro