

## Structure and thematic plan of contact and independent work in the discipline

N	Sections of the discipline	Semester	Types and hours of contact work, their labor intensity (in hours)			Independent work
			Lectures	Practical classes	Laboratory work	
1.	Topic 1. Introduction to the course. What is management. Functional approach to management.	2	2	4	0	30
2.	Topic 2. Principles of change management	2	2	4	0	30
3.	Topic 3. Change management Models	2	2	4	0	30
4.	Topic 4. How a company grows, ages, and dies. Organization life cycles	2	2	4	0	15
5.	Topic 5. How to manage the lifecycle of an organization	2	2	2	0	29
	Total		10	18	0	134

### Content of the discipline (module)

*Topic 1. Introduction to the course. What is management. Functional approach to management.*

Introduction to the course. The cycle of change and how to thrive in a turbulent environment? How do I manage the change successfully? Decision-making and implementation - democracy.

Most people believe that the survival of the fittest is the survival of the strongest. Darwin proved the opposite - that in the long run not the strongest or most intelligent species survive, but the species that are most capable of adapting to constantly changing conditions. Adizes Methodology offers a complete system of management practices that will allow the organization to adapt quickly to the constantly changing market, economic, and political environment. The changes that occur in the external environment and within the organization cause both problems and opportunities that arise in the company. The presence of problems is natural for any organization. What is abnormal is the inability of the company's management to solve these problems, which is why the problems accumulate and worsen, and the opportunities that arise are not realized.

*Topic 2. The principles of change management*

Changes should be managed, and it is the main management function in any organization.

Often managers and consultants repeat the same mistake over and over again: special organizational and administrative measures may be taken to prepare and implement the restructuring, but top management, absorbed in everyday Affairs

and policies, cannot manage the process of change. A leader is needed here. Leadership is necessary even if the management consultant is an important part of the restructuring.

There are basic principles for managing organizational change.

The first, it is necessary to align the change processes with the normal activities and management processes in the organization. It is possible to compete for limited resources. For example, some specialists could be used both to develop changes and to perform current tasks at the same time. This combination becomes especially acute in organizations where major changes are taking place, such as mass production, when the transition to the release of a new product or technology requires a significant reorganization of production processes and workshops, and the main question is how to achieve this without significant losses in production and productivity.

The second, management should determine which specific activities, to what extent, and in what form it should directly participate. The main criterion - complexity of the actions performed and their importance for the organization. In large organizations, senior managers cannot participate in all changes themselves, but some of them must lead personally or find an appropriate way, explicit or symbolic, to provide and display managerial support. Encouraging messages from management serve as an important incentive for change.

Third, it is necessary to coordinate the various processes of restructuring the organization. This may be easy in a small or simple organization, but in a large and complex one, significant difficulties may arise. Different organizational departments work on similar issues (for example, the introduction of new information processing technology) often. They may come up with suggestions that do not fit into the General management policy and standard practices, or they may make excessive demands on resources. It may also happen that one of the departments has developed important proposals, and you need to convince others to accept them, and to do this, abandon the existing system or other proposals. In such situations, senior management should intervene ethically.

Fourth, change management includes various aspects - technological, structural, methodological, human, psychological, political, financial, and others. This is perhaps the most difficult part of the management's responsibilities, since the process involves specialists who often try to impose their own limited view of a complex and multifaceted problem.

Fifth, change management includes decisions about different approaches and interventions that help you get started, work systematically, deal with resistance, seek support, and make the necessary changes.

### *Theme 3. Change management Models*

The ADKAR model. Information on this model was published in 1998. Created by Prosci founder Jeff Hiatt, ADKAR is an abbreviation of the English words Awareness, Desire, Knowledge, Ability, Reinforcement.

Methodology AIM (Accelerated Implementation Methodology). It is used to manage changes in all components: individual, collective, and organizational.

The Beckhard and Harris change management model. According to this model, successful implementation of personal changes is possible if the set of factors that push a person to change is stronger than the resistance to these changes.

The William Bridge transition model. This model was developed and published by change management consultant William Bridge in 1991. The essence of the model is that during change management, a person should switch to a new way of working, and not change the existing one.

John cotter's model of change. This model is a set of eight consecutive steps to make changes. It is easy to understand and can be used to manage changes in organizations of any type and size.

The Kubler-Ross Model. This model is quite popular when managing changes on a personal level. According to this model, there are four stages of changes in people's behavior.

Kurt Levin's Model. This model, which was developed in the 1940s, is still a very relevant tool for managing change. The model is based on three phases of research.

### *Topic 4. How a company grows, ages, and dies. Life cycles of organizations*

The life cycle and nature of the problem. Signs of organizational aging. Problems of aging companies: Aristocracy, Salem city, Bureaucracy, and Death.

Dr. Adizes ' methodology is based on the following principle: all organizations, like living organisms, have a life cycle, the stages of which manifest themselves as they grow and age in predictable and repetitive patterns of behavior. At each stage of development, the organization faces a unique set of challenges. The success of the organization depends on how well management implements the changes necessary for a healthy transition from one stage to another.

Perception of reality. Normal and incorrect problems of various stages

### *Topic 5. How to manage the organization's lifecycle*

Your role as a Manager is not to prevent problems or slow down the speed of change; some of the problems You encounter are natural, and some are unnatural; you can move faster if you know what lies ahead; the Prime stage is the source of your organization's youth.