

The Hebrew University of Jerusalem

Syllabus

LEADERSHIP AND CHANGE IN NONPROFIT HUMAN SERVICE - 3590

Last update 15-10-2017

HU Credits: 2

Degree/Cycle: 2nd degree (Master)

Responsible Department: management of ngo"s and social organizations

Academic year: 0

Semester: 1st Semester

Teaching Languages: Hebrew

Campus: Mt. Scopus

Course/Module Coordinator: Dr. Michael Sternberg

Coordinator Email: michael.sternberg@mail.huji.ac.il

Coordinator Office Hours: By appointment

Teaching Staff:

Mr. Michael Sternberg

Course/Module description:

Organizational change preoccupies managers, consultants and researchers. The diverse disciplines that relate to organizational change include sociology, psychology, management, economics and more. Similarly, there are diverse approaches and discussions about the concept of change and the challenges of organizational change in diverse types of context. Many of the current approaches to organizational change relate foremost to the corporate environment. However, in this course we will specifically discuss issues of relevance to not for profit organizations, foremost social change organizations. The major issues we will address: theoretical approaches to organizational change, diverse approaches to change leadership, case studies of change in not for profit organizations. The class meetings combine lectures, discussions and case studies.

Course/Module aims:

- The course aims to introduce participants to:
- Major theories that influence research, consultation and management in the field of organizational change.
 - The analysis of approaches, principles and methods of change leadership.
 - The analysis of examples, challenges and coping strategies of social change organizations.

Learning outcomes - On successful completion of this module, students should be able to:

- discuss theories that influence research, consultation and management in the field of organizational change.
- analyse approaches, principles and methods of change leadership.
- analyse examples, challenges and coping strategies of social change organizations.

Attendance requirements(%):

100

Teaching arrangement and method of instruction: Lectures, discussions, case study analysis

Course/Module Content:

Major approaches to organizational change:

- Introduction: the concept of change, from personal to theoretical knowledge.
- The theoretical discussion: sources, types and issues of organizational change.

Approaches, methods and principles of change leadership in organizations:

- Social psychological perspectives: individual and group coping mechanisms with change.
- Organizational and management perspectives: challenges and principles of change management.
- Organizational and management perspectives: what is change leadership?
- Organizational and management perspectives: leadership in the context of complexity and uncertainty.

Civil society organizations: societal and organizational change.

- When small organizations cope with complex tasks: the challenges of organizational and managerial growth.
- Learning from doing: theories of change, evaluation methods and organizational learning
- Strategic thinking in social change organizations: how to know what to do and what to change.
- Conflict and change: how to cope with social and organizational conflict.
- Case study: the change of gender related power relations in organizations.
- Case study: equality and partnership between Jews and Arabs in organizations.
- Case study: corporates address social gaps.
- Summary of perspectives and preparation of assignments.

Required Reading:

אלון, נ., בן דוד, י., גולדמן, י., רובל-ליפשיץ, ת., רוזן, ר., שטרנברג, מ., שלבי, ש. (2015). ייעוץ בזירת קונפליקט ומאבק - חוברת ליועצים ואנשי מקצוע. שיתל <https://www.il.org.shatil.org/50205/node>
בליט-כהן, ע., ג'בר, א. (2015). שיתוף פעולה בין ארגונים פלסטיניים וישראלים בחברה האזרחית. ביטחון סוציאלי, טב"ת תשע"ב, דצמבר 2015, מס' 98: 217-240.
בן אליהו, ה., לרר, ז. (2015). מפרקטיקה מגדרית לפרקטיקה של שוויון. מדריך למשתמשת. הוצאת מכון ון ליר.
ואצלאוויק, פ., ויקלנד, ג., פיש, ר. (1996). שינוי- עקרונות של יצירת בעיות ופתירתן. תל אביב: ספרית פועלים.
כ"ץ, י. (2012). ארגונים בעולם פוסטמודרני. תל-אביב: רסלינג.
כ"ץ, י., שטיגליץ, ק., עסאקלה, ג., רוזן, ר., פיורקו, י., חלבי, מ., ניימן, ג., שטרנברג, מ., שלבי, ש. (2015). דיאלוג בין יהודים לערבים במקום העבודה. משאבי אנוש. 9-208 (51-46).
לוי, ע. (2008). ניהול ומנהיגות שינוי וחדשנות. תל-אביב: הוצאות רימונים.
סנג'י, פ.מ. (1998). הארגון הלומד. תל אביב: מטר.

פוקס, ש. (1998). הפסיכולוגיה של ההתנגדות לשנוי. רמת גן: הוצאת אונ' בר-אילן.
קוטר, ג'. (2006). להוביל לשינוי. תל אביב: הוצאת מטר.
שחר, ח. מה בין התפתחות, מנהיגות ויעוץ ארגוני, [2007], משאבי אנוש, גיליון 230, פברואר 2007.
שטריכמן, נ., עסאקלה, ג., איתן, ד., גולדמן, י., מרשוד, פ., ניימן, ג., שחר, ח., שלבי, ש., שטרנברג, מ. (2011). חשיבה אסטרטגית לקידום שינוי חברתי. שתיל. <https://il.org.shatil.www/143/node>.
שרמר, א. (2010). הנקודה העיוורת של המנהיגות. אדם עולם 2010.
<http://www.presencing.com/sites/default/files/page-files/TU-ExecSum-Hebrew.pdf>
Al-Haddad, S., Kotnour, T. (2015) "Integrating the organizational change literature: a model for successful change", *Journal of Organizational Change Management*, Vol. 28 Issue: 2, pp.234-262, <https://doi.org/10.1108/JOCM11-2013-0215>
Grobman, M., G. (2005). "Complexity theory. A new way to look at organizational change." *Public Administration Quarterly*. Fall 2005, 29, 3, p. 350 – 382.
Jacobs, G, van Witteloostuijn, A., Christe-Zeyse, J. (2013) "A theoretical framework of organizational change", *Journal of Organizational Change Management*, Vol. 26 Issue: 5, pp.772-792, <https://doi.org/10.1108/JOCM-09-2012-0137>
Leonard, H., S. (2013). "The History and Current Status of Organizational and Systems Change". *The Wiley-Blackwell Handbook of the Psychology of Leadership, Change, and Organizational Development*. First Edition. Edited by H. Skipton Leonard, Rachel Lewis, Arthur M. Freedman, and Jonathan Passmore. © 2013 John Wiley & Sons, Ltd. Published 2013 by John Wiley & Sons, Ltd. Ch. 12, p 239 – 266.
London, S., [1996], *Understanding change: the dynamics of social transformation*, <http://www.scottlondon.com/reports/change.html>
Senge, P., [2006], "Systems Citizenship: The Leadership Mandate for This Millennium"
Leader to Leader, Special 10th Anniversary Issue, No. 41 Summer 2006, <http://www.leadertoleader.org/knowledgecenter/L2L/summer2006/senge.html>

Additional Reading Material:

Course/Module evaluation:

End of year written/oral examination 0 %
Presentation 0 %
Participation in Tutorials 0 %
Project work 100 %
Assignments 0 %
Reports 0 %
Research project 0 %
Quizzes 0 %
Other 0 %

Additional information:

None