

<b>Course No.:</b> DLMBCM01	<b>Course Title:</b> Change Management	<b>Hours Total:</b> 150 h  <b>Credit Points:</b> 5 ECTS
<b>Course Type:</b> Pflicht, Wahlpflicht Zu Details beachte bitte das Curriculum des jeweiligen Studiengangs  <b>Course Availability:</b> WS, SS <b>Course Duration:</b> 1 Semester		<b>Admission Requirements:</b> None
<b>Course Coordinator / Instructor:</b> See current list of tutors in the Learning Management System		<b>References to Other Modules:</b> Please see module description
<p><b>Course Description:</b></p> <p>We live in a world characterized by constant change. This affects not only individuals but also organizations. Even successful organizations need to constantly reinvent themselves in order to remain successful. This course presents a discussion of change in relation to the complexities of organizational life, with an emphasis on applying theory to actual practice.</p> <p>Organizational change is an international phenomenon and the course includes many international case examples. With a focus on organizational change as opposed to personal change and/or entrepreneurship, this course has a distinctly different focus from the related modules “Leadership” and “Innovation and Entrepreneurship.”</p> <p>The first part of the course considers the nature of change and different change models. The second part focuses on how different perspectives complement one another and can be used to better understand, analyze, and diagnose change processes. The course deals with issues of structure, culture, and politics. In the later part of the course, the implementation of change is considered in detail. Given that many change processes fail, this part is an important learning component to complement an in-depth understanding of change.</p> <p><b>Course Objectives and Outcome:</b></p> <p>On successful completion of this course, students will be able to.</p> <ul style="list-style-type: none"> <li>• Recognize common features of organizational change and anticipate some of the standard difficulties encountered when an organization engages in change processes.</li> <li>• Explain the importance of organizational change.</li> <li>• Develop a conceptual framework for planned and improvised organizational change, and differentiate between anticipated, emergent, and opportunity-based change.</li> <li>• Utilize and redesign formal organizational structures to facilitate change processes.</li> <li>• Recognize the role of informal organizational structures and identify key stakeholders to promote change processes.</li> <li>• Analyze the social networks that exist within an organization, map independencies and motives/interests, and plan how to distribute information and redesign work flows.</li> <li>• Differentiate between groups of stakeholders and identify the most suitable strategy to adopt with each group.</li> </ul>		

- Recognize the role of the change leader as a political broker and build social capital through informal methods.
- Utilize stories and symbols when communicating with others in an organization to maximize leverage as a cultural change leader.
- Draw on empirical evidence to plan and implement change processes in an organization.

### **Teaching Methods:**

A variety of learning materials are offered to students: depending on the course, these include printed and online course books, vodcasts, podcasts, online tutorials, case studies, and online knowledge tests. This range of learning materials is offered to students so they can study at a time, place, and pace that best suits their circumstances and individual learning style.

### **Course Content:**

#### **1 Organizational Change**

- 1.1 What is Organizational Change About?
- 1.2 Organizational Change is Ubiquitous
- 1.3 Change is Difficult

#### **2 Change Management**

- 2.1 The Context of Organizational Change
- 2.2 Planned Versus Improvisational Change Management
- 2.3 The Congruence Model of Change

#### **3 Designing Structure**

- 3.1 Formal Structure in Organizations
- 3.2 Grouping
- 3.3 Linking
- 3.4 The Change Leader as an Architect

#### **4 Social Networks**

- 4.1 What are Social Networks?
- 4.2 Key Terms of Social Network Analysis
- 4.3 Unique Characteristics of Social Networks
- 4.4 Social Networks and Organizational Change

#### **5 Politics**

- 5.1 Organizations as Political Arena
- 5.2 Politics and Change
- 5.3 The Importance of a Political Perspective on Change

#### **6 Sense-Making**

- 6.1 Organizational Culture
- 6.2 Sense-Making in Organizations
- 6.3 The Change Leader as Shaman

#### **7 Change Implementation**

- 7.1 How to Implement Change Successfully
- 7.2 Four Perspectives on Change

**Literature:**

- Burnes, B. (2009). Managing change (5th ed.). Upper Saddle River, NJ: Financial Times Press.
- Carnall, C. (2007). Managing change in organizations (5th ed.) Upper Saddle River, NJ: Financial Times Press.
- Grieses, J. (2010). Organizational change: Themes and issues. Oxford: Oxford University Press.
- Hall, G. E., & Hord, S. M. (2011). Implementing change: Patterns, principles, and potholes (3rd ed.). Boston, MA: Allyn & Bacon.
- Myers, P., Hulks, S., & Wiggins, L. (2012). Organizational change: Perspectives on theory and practice. Oxford: Oxford University Press.
- Senior, B., & Swales, S. (2010). Organizational change (4th ed.). Upper Saddle River, NJ: Financial Times Press.
- Tushman, M. L., & O'Reilly, C. A. (2002). Winning through innovation: A practical guide to leading organizational change and renewal. Cambridge, MA: Harvard Business School Press.

**Prerequisites to Qualify for Assessment:**

- Course evaluation

**Assessment:**

- Written assessment: Case study

**Student Workload (in hours): 150**

Self-study: 110  
Self-testing: 20  
Tutorials: 20

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