

Change Management

- Course program -

This course focuses on one of the most important management tasks: to achieve change in organizations. It deals with systematic approaches to influence individuals, teams and the organization as a whole in a desired way – in order to develop a company from its current to a future state. The course adopts a management perspective and provides participants with theoretical concepts and practical tools for managing organizational change.

At the end of this course, students should be familiar with the tasks and challenges of managing change in organizations. They should be aware of the role but also the limitations of managers in achieving change and developing organizations.

The course Change Management is an elective course of the Master in Management program. The module is worth 5 ECTS and consists of a lecture and case study sessions (for which several parallel groups will be offered). The exact dates of the lecture and case study sessions are listed below. For the case study sessions, a registration via StudOn is necessary.

The assessment will be based on a 60 minute written exam, constituting 100% of the module grading.



Session 1: Lecture
April 18, 11.30 - 13.00 in H6

Content: *Individuals and groups*

Introduction to managing change

Building blocks of individual behavior
Individual characteristics and preferences
Emotions and emotional intelligence

Readings: Greenberg (2013) pp. 66-74
Robbins/Judge (2013) pp. 164-192

Session 2: Lecture
April 25, 11.30 - 13.00 in H6

Content: *Individuals and groups*

Motivation and practical implications of motivation theories
Incentives

Readings: Greenberg (2013) pp. 75-93, 100-111, and 170-195
Robbins/Judge (2013) pp. 130-159, 198-229, 234-266, and 272-299

Session 3: Case Study
May 02, 11.30 - 13.00 in H6 or
May 03, 11.30 - 13.00 in H5

Content: *Preferences, personality types and their impact at the workplace (MBTI)*

Session 4: Lecture
May 09, 11.30 - 13.00 in H6

Content: *Individuals and groups*

Perception, decision-making and management biases
De-biasing in decision-making processes

Readings: Bazerman, M, Moore, D. (2013) pp. 1-59
Kahneman, D. (2011) pp. 109-198

Session 5: Lecture
May 16, 11.30 - 13.00 in H6

Content: *Individuals and groups*

Individual versus group work
Group characteristics and group processes

Readings: Greenberg (2013) pp. 268-291
Robbins/Judge (2013) pp. 304-332

Session 6: Case Study
May 29, 13:15 - 14.45 in H5 or
May 30, 11.30 - 13.00 in H6

Content: *Case study "Management decisions in teams"*

Session 7: Lecture
June 06, 11.30 - 13.00 in H6

Content: *Leading individuals and groups*

Leaders and leadership
Leadership theories

Readings: Greenberg (2013) pp. 333-358
Robbins/Judge (2013) pp. 400-435

Session 8: Lecture
June 13, 11.30 - 13.00 in H6

Content: *Leading individuals and groups*

Leadership in practice

Readings: Greenberg (2013) pp. 333-358
Robbins/Judge (2013) pp. 400-435

Session 9: Lecture
June 20, 11.30 - 13.00 in H6

Content: *Organizational change*

Concepts and theories of organizational change
Organizational change programs

Readings: Greenberg (2013) pp. 366-394
Robbins/Judge (2013) pp. 544-572

Session 10: Case Study

June 26, 13:15 - 14.45 in H5 **or**

June 27, 11.30 - 13.00 in H6

Content: *Case study "Silvio Napoli at Schindler India"*

Session 11: Lecture

July 04, 11.30 - 13.00 in H6

Content: *Organizational change*

Organizational change programs
Change management in practice
Case study "Anna Frisch at Aesch AG"

Readings: Greenberg (2013) pp. 366-394, 435-463
Robbins/Judge (2013) pp. 544-572, 610-645

Session 12: Exam for non-degree seeking students

July 11, 11.30 - 13.00 in H6

Only for students who take the course on a non-degree basis (e.g.,
Erasmus students, exchange students)

Bibliography/Readings

Bazerman, M., Moore, D. (2013). Judgement in Managerial Decision Making. 8. Ed., New York:
John Wiley & Sons.

Greenberg, J. (2013). Managing Behavior in Organizations. 6. Ed., Boston: Pearson.

Hungenberg, H., Wulf, T. (2015). Grundlagen der Unternehmensführung. 5. Ed., Heidelberg:
Springer.

Kahneman, D. (2011). Thinking, Fast and Slow. New York: Farrar, Straus and Giroux.

Robbins, S., Judge, T. (2013). Organizational Behavior. 15. Ed., Harlow: Pearson.