

# 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 24, 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**  
May 8, 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 14, 13.15 - 14.45 in H5 or  
May 15, 11.30 - 13.00 in H6

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

**Session 4: Lecture**  
May 22, 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: Case Study**  
May 28, 13:15 - 14.45 in H5 or  
May 29, 11.30 - 13.00 in H6

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

**Session 6: Lecture**  
June 5, 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 7: Lecture**  
June 19, 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 26, 11.30 - 13.00 in H6

Content: *Leading individuals and groups*

Leadership in practice  
Leadership in a "VUCA World"

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

**Session 9: Lecture**  
July 3, 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: Lecture**  
July 10, 11.30 - 13.00 in H6

Content: *Organizational change*

Organizational change programs  
*Case study "Anna Frisch at Aesch AG"*

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

**Session 11: Case Study**  
July 17, 11.30 - 13.00 in H6

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

**Session 12: Exam for non-degree seeking students**  
July 24, 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.