

Change Management

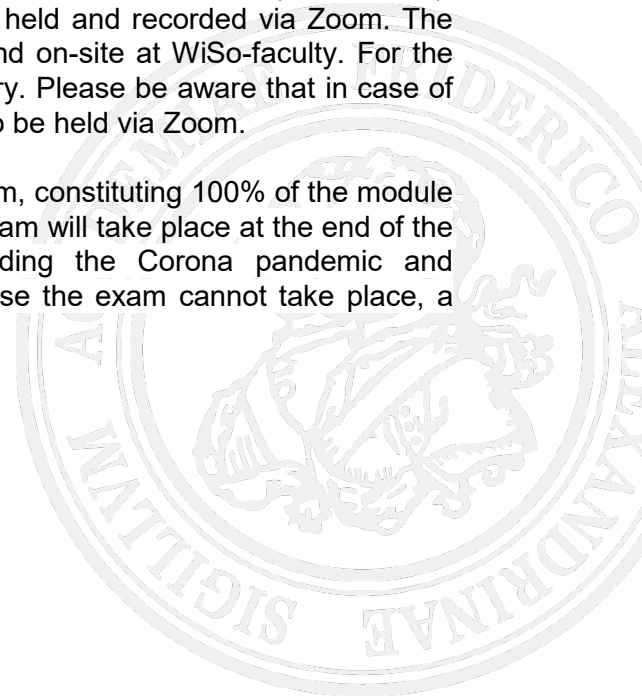
- Course program -

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 currently ongoing digital transformation makes this particularly worthwhile. Digitalization drives change and thus represents a great challenge, but also offers tremendous opportunities. 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 lecture will be offered in form of videos on StudOn. Therefore, you find folders that contain the video for each chapter (I, II, and III). Besides, the first session and two Q&A Sessions will be held and recorded via Zoom. The case study sessions will each be held once via Zoom and on-site at WiSo-faculty. For the case study sessions a registration via StudOn is necessary. Please be aware that in case of strictened Corona-restrictions the sessions on-site will also be held via Zoom.

The assessment will be based on a 60-minute written exam, constituting 100% of the module grading. Please note, that it is **not guaranteed** that the exam will take place at the end of the semester. It depends on further developments regarding the Corona pandemic and corresponding decisions made by the government. In case the exam cannot take place, a report will replace the exam.



Session 1:

Lecture

April 14, 11.30-13.00 *Zoom meeting*

Content: *Introduction to the course*
Individuals and groups

Introduction to managing change
Why do we need change?

Individual characteristics

Readings: Greenberg (2013) pp. 66-74
Robbins/Judge (2017) pp. 172-205

Session 2:

Lecture

Content: *Individuals and groups*

Individual characteristics and preferences
Emotions and emotional intelligence

Readings: Greenberg (2013) pp. 66-74, 99-112
Robbins/Judge (2017) pp. 138-205

Session 3:

Lecture

Content: *Individuals and groups*

Motivation theories and practical implications of
motivation
Perception

Readings: Greenberg (2013) pp. 170-200
Robbins/Judge (2017) pp. 206-216, 244-307

Session 4:

Lecture

Content: *Individuals and groups*

Decision-making and management biases
De-biasing in decision-making processes
Group behavior, group characteristics and processes

Readings: Greenberg (2013) pp. 297-322
Robbins/Judge (2017) pp. 217-238
Kahneman (2011) pp. 109-363

We recommend to work through the first chapter until Monday 10th of May.
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Session 5: Case Study

May 10, 11.30-13.00 *Zoom meeting or*
May 11, 11.30-13.00 LG H5 (max. 48 participants)

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

Session 6: Q&A Session Chapter I

May 19, 11.30-13.00 *Zoom meeting*

Content: *Individuals and groups*

Leadership theories

Readings: Greenberg (2013) pp. 268-280, 319-332, 333-364
Robbins/Judge (2017) pp. 312-340, 418-448

Session 7: Case Study

May 31, 11.30-13.00 *Zoom meeting or*
June 01, 11.30-13.00 LG H5 (max. 48 participants)

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

Session 8: Lecture

Content: *Leading individuals and groups*

Leadership theories
Research on Top Management Teams (TMTs)

Readings: Greenberg (2013) pp. 333-364
Robbins/Judge (2017) pp. 418-448

We recommend to work through the second chapter until Monday 14th of June.

Session 9: Lecture

Content: *Organizational change*

Transformational leadership in a digitalized "VUCA World"

Readings: Greenberg (2013) pp. 340-342
Robbins/Judge (2017) pp. 432-433

Session 10: Lecture

Content: *Organizational change*

New Work
Organizational change programs

Readings: Greenberg (2013) pp. 435-463
Robbins/Judge (2017) pp. 640-658

Session 11: Case Study

June 28, 11.30-13.00 *Zoom meeting or*
June 29, 11.30-13.00 LG H5 (max. 48 participants)

Content: *Case study "Silvio Napoli at Schindler India"*
Procedure: For the last Case Session you will have to prepare the case study by reading the case and answering guiding questions. Both will be distributed via StudOn.

We recommend to work through the third chapter until Monday 5th of July.

Session 12: Q&A Session Chapter II and III and general exam comments

July 07, 11.30-13.00 *Zoom meeting*

Content: *Leadership theories*
Leading individuals and teams
Organizational change
Comments on a possible exam

Exam for non-degree seeking students

July 14, 11.30-12.30 LG H5

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

Please note, that it is **not guaranteed** that the exam will take place on July 14. It depends on further developments regarding the Corona pandemic and corresponding decisions made by the government.

Bibliography/Readings

Greenberg, J. (2013). *Managing Behavior in Organizations*. 6. Ed., Boston: Pearson.
Kahneman, D. (2011). *Thinking, Fast and Slow*. New York: Farrar, Straus and Giroux.
Robbins, S., Judge, T. (2017). *Organizational Behavior*. 17. Ed., Harlow: Pearson.