



# Change Management

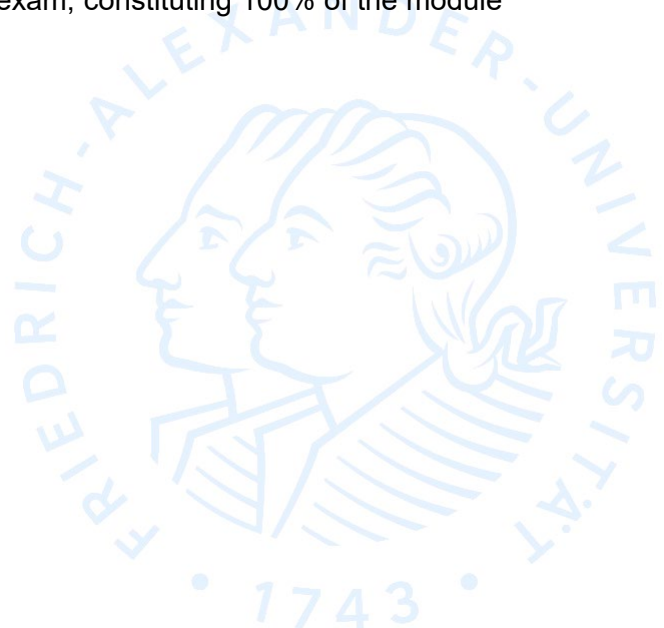
- Course program -

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 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:**  
May 5, 9.45-11.15

**Lecture**  
*in LG H6*  
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:**  
May 11, 11.30-13.00

**Lecture**  
*in LG H6*  
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: Case Session**

May 16, 9.45-11.15 *in LG 0.142 or*  
May 17, 15:00-16.30 *in LG H5 (max. 98 participants each)*

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

**Session 4:**  
May 18, 11.30-13.00

**Lecture**  
*in LG H6*  
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 5:**           **Lecture**  
May 25, 11.30-13.00 *in LG H6*  
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

**Session 6:**           **Lecture**  
June 1, 11.30-13.00 *in LG H6*  
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

**Session 7:           Case Session**

June 13, 9.45-11.15 *in LG 0.142 or*  
June 14, 15.00-16.30 *in LG H5* (max. 98 participants each)

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

**Session 8:**           **Lecture**  
June 22, 11.30-13.00 *in LG H6*  
Content:

*Change management in practice*

**Session 9:**           **Lecture**  
June 29, 11.30-13.00 *in LG H6*  
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

**Session 10:       Case Session**

July 4, 9.45-11.15 *in LG 0.142 or*  
July 5, 15.00-16.30 *in LG H5* (max. 98 participants each)

Content:       *Case study on decision making*

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.

**Session 11:**            **Lecture**  
July 6, 11.30-13.00 *in LG H6*  
Content:                *Organizational change*  
  
   Transformational leadership in a digitalized “VUCA World”  
  
Readings:              Greenberg (2013) pp. 340-342  
   Robbins/Judge (2017) pp. 432-433

**Session 12:**            **Lecture**  
July 13, 11.30-13.00 *in LG H6*  
Content:                *Organizational change*  
  
   New Work  
   Organizational change programs  
  
Readings:              Greenberg (2013) pp. 435-463  
   Robbins/Judge (2017) pp. 640-658

**Session 13:**            **Q&A Session**  
July 20, 11.30-13.00 *in LG H6*  
  
Content:                *Leadership theories*  
   *Leading individuals and teams*  
   *Organizational change*  
   *Comments on a possible exam*

**Exam for non-degree seeking students**  
July 27, 11.30-12.30 *in LG H6*

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

### **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.