

# 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. The exact dates of the lecture and case study sessions are listed below.

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



**Session 1:**           **Lecture**  
April 19, 11.30-13.00 *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:**           **Case Session**  
April 26, 11.30-13.00 *in LG H6*

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

**Session 3:**           **Lecture**  
May 03, 11.30-13.00 *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 4:**           **Lecture**  
May 10, 11.30-13.00 *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 17, 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**  
May 24, 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 6, 11.30-13.00 *in LG H3 (Tuesday)*

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

**Session 8:**           **Lecture**  
June 07, 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 9:**           **Case Session**  
June 20, 11.30-13.00 *in LG H3 (Tuesday)*

Content:       *Case study on organizational change*

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 10:**          **Lecture**  
June 21, 11.30-13.00 *in LG H6*  
Content:

*Change management in practice*

**Session 11:**         **Lecture**  
June 28, 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 05, 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 12, 11.30-13.00 *in LG H6*

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

Please be aware: On one of the lecture dates there will be a guest lecture from practice which will be **relevant** for the exam.

### **Exam for non-degree seeking students**

July 19, 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)

**If you are an Erasmus student please register for this exam via [eva.doetschel@fau.de](mailto:eva.doetschel@fau.de) until May 31.**

### **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.