

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 17, 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: **Lecture**
April 24, 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 3: **Case Session**

May 07, 9.45-11.15 *in LG H2 (Tuesday)*

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

Session 4: **Lecture**
May 08, 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 5: **Lecture**
May 15, 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 6: **Lecture**
May 29, 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 7: Case Session

June 04, 9.45-11.15 in LG H2 (Tuesday)

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

Session 8: Lecture

June 05, 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

June 11, 9.45-11.15 in LG H2 (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 9: Lecture

June 12, 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 11: Lecture

June 19, 11.30-13.00 in LG H6

Content: *Change management in practice*

Session 12: Lecture

June 26, 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 13:
July 03, 11.30-13.00

Lecture
in LG H6
Content:

Organizational change

New Work
Organizational change programs

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

Session 14:
July 10, 11.30-13.00

Q&A Session
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 17, 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 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.