

Course		Change Management
<b>Course Number</b>	5135	
<b>Exam Number</b>	5135	
<b>Course Frequency</b>	Winter Semester	
<b>Duration</b>	1 Semester	
<b>Contact Hours per Week</b>	2	
<b>Teaching and Learning Forms</b>	Seminar	
<b>ECTS Credit Points</b>	2,5	
<b>Workload</b>	62,5 hours <ul style="list-style-type: none"> <li>- Attendance time in courses: 28 hours</li> <li>- Self-study: 34,5 hours</li> </ul>	
<b>Language</b>	English	
<b>Course Responsibility</b>	Prof. Dr. Philipp Schaller	
<b>Prerequisites for Participation</b>	Basic knowledge in: <ul style="list-style-type: none"> <li>- Leadership and management theory</li> <li>- Organizational development and communication management</li> <li>- English (at least at level B1)</li> </ul>	
<b>Content</b>	<p>This course is a seminar focusing on organizational change management practices and theories.</p> <p>Course content:</p> <ul style="list-style-type: none"> <li>- Introduction and Underpinning Change Theory</li> <li>- Brain-based Change and Neuroscience Basics</li> <li>- Traditional vs. Agile Change Management Practice</li> <li>- Modern approaches and models of organizational change management (e.g., Kotter, McKinsey, Lewin, AD-KAR, etc.) and their possible areas of application</li> <li>- Phases and roles within the change process</li> <li>- Analysis of the target state (benefits realization) and necessary resources</li> <li>- Creation of the business case, selection of suitable strategies, measurement, and evaluation of the results to be achieved</li> <li>- Identification and handling of resistance and obstacles (stake-holder analysis, personal preferences, role and influence of culture and leadership)</li> <li>- Systems Thinking basics and typical causes for the failure of change processes</li> </ul>	

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	<ul style="list-style-type: none"> <li>- Communicate change effectively and promote it in a targeted manner</li> <li>- Reinforcing and Sustaining Change Successfully</li> <li>- Project Work, Case Studies, relevant practical tools</li> </ul>
<p><b>Target Competencies</b></p>	<p>This course qualifies students to understand the industry and supply chain of events, as well as capacitate them to conceptualize, plan and control different types of events, from small to mega events.</p> <p>The students learn to:</p> <ul style="list-style-type: none"> <li>- recognize the necessity of change management in organizational practice</li> <li>- get to know contemporary methods and tools of change management</li> <li>- capture, structure, and design organizational change projects holistically and using professional methods</li> <li>- understand the roles of the internal and external stakeholders involved, as well as the value of communication and motivation in carrying out change management initiatives</li> <li>- take into account the influence of leadership styles and organizational cultures</li> <li>- propose suitable measures in handling potential resistances and obstacles</li> <li>- create momentum and sustain change effectively</li> </ul> <p>This course thus imparts competencies at level 1 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Bachelor level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> <li>- Knowledge and understanding</li> <li>- Use, application and creation of knowledge</li> <li>- Communication and cooperation</li> <li>- Scientific self-perception / professionalism</li> </ul>
<p><b>Examination and Course Achievement</b></p>	<p>The primary form of examination is the presentation.</p>
<p><b>Basic Literature</b></p>	<p>Cameron, Esther; Green, Mike (2019): Making Sense of Change Management. (5th Edition). (n.p.): Kogan Page.</p> <p>Hayes, John (2018): The theory and practice of change management. (5th Edition). Palgrave Macmillan.</p> <p>Hiatt, Jeff M. (2006): ADKAR: A model for change in business, government and our community. (1st Edition). Loveland, Colorado: Prosci Learning Center Publications.</p>

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	<p>Hiatt, Jeff; Creasey, Thomas J. (2012): Change Management. The people Side of Change (2nd Edition). Loveland, Colorado: Prosci Learning Center Publications.</p> <p>Kotter, John P. (2012): Leading Change. Boston, Massachusetts: Harvard Business Review Press.</p> <p>Kotter, John P.; Rathgeber, Holger (2006): Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions. (Unabridged Edition). New York, USA: St. Martin's Press.</p> <p>Schein, Edgar H.; Schein, Peter A. (2017): Organizational culture and leadership. (5th Edition). New Jersey, USA: Wiley.</p>