Course	Change Management
Course Number	5135
Exam Number	5135
Course Frequency	Winter Semester
Duration	1 Semester
Contact Hours per Week	2
Teaching and Learning Forms	Seminar
ECTS Credit Points	2,5
Workload	62,5 hours - Attendance time in courses: 28 hours - Self-study: 34,5 hours
Language	English
Course Responsibility	Prof. Dr. Philipp Schaller
Prerequisites for Participation	Basic knowledge in: - Leadership and management theory - Organizational development and communication management - English (at least at level B1)
Content	This course is a seminar focusing on organizational change management practices and theories. Course content: - Introduction and Underpinning Change Theory - Brain-based Change and Neuroscience Basics - Traditional vs. Agile Change Management Practice - Modern approaches and models of organizational change management (e.g., Kotter, McKinsey, Lewin, ADKAR, etc.) and their possible areas of application - Phases and roles within the change process - Analysis of the target state (benefits realization) and necessary resources - Creation of the business case, selection of suitable strategies, measurement, and evaluation of the results to be achieved - Identification and handling of resistance and obstacles (stake-holder analysis, personal preferences, role and influence of culture and leadership) - Systems Thinking basics and typical causes for the failure of change processes

Course	Change Management
	- Communicate change effectively and promote it in a targeted manner - Reinforcing and Sustaining Change Successfully - Project Work, Case Studies, relevant practical tools
Target Competencies	This course qualifies students to understand the nature of organizational change as well as the basic principles to manage respective change processes. The students are enabled to apply basic change instruments and methods in an organizational context. The students learn to: - recognize the necessity of change management in organizational practice - get to know contemporary methods and tools of change management - capture, structure, and design organizational change projects holistically and using professional methods - 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 - take into account the influence of leadership styles and organizational cultures - propose suitable measures in handling potential resistances and obstacles - create momentum and sustain change effectively 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: - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The primary form of examination is the presentation.
Basic Literature	Cameron, Esther; Green, Mike (2019): Making Sense of Change Management. (5th Edition). (n.p.): Kogan Page. Hayes, John (2018): The theory and practice of change management. (5th Edition). Palgrave Macmillan. Hiatt, Jeff M. (2006): ADKAR: A model for change in business, government and our community. (1st Edition). Loveland, Colorado: Prosci Learning Center Publications.

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	Hiatt, Jeff; Creasey, Thomas J. (2012): Change Management. The people Side of Change (2nd Edition). Loveland, Colorado: Prosci Learning Center Publications.
	Kotter, John P. (2012): Leading Change. Boston, Massachusetts: Harvard Business Review Press.
	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.
	Schein, Edgar H.; Schein, Peter A. (2017): Organizational culture and leadership. (5th Edition). New Jersey, USA: Wiley.