Organizational Development and Change Management

Module Code: DLBWPOCM\_E

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| **Module Type**  see curriculum | **Admission Requirements**  none | **Study Level**  BA | **CP**  10 | **Student Workload**  300 h |

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| **Semester / Term**  see curriculum | **Duration**  Minimum 1 semester | **Regularly offered in**  WiSe/SoSe | **Language of Instruction and Examination**  English |

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| **Module Coordinator**  Prof. Dr. John Stanley (Organizational Development) / Uma Santhosh Tumpala (Change Management) |

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| **Contributing Courses to Module** |
| * Organizational Development (DLBWPOCM01\_E) * Change Management (DLBDBCM01\_E) |

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| **Module Exam Type** | |
| **Module Exam** | **Split Exam**  Organizational Development   * Study Format "Distance Learning": Exam, 90 Minutes   Change Management   * Study Format "Distance Learning": Exam, 90 Minutes * Study Format "myStudies": Exam, 90 Minutes |
| **Weight of Module**  see curriculum | |

**2** DLBWPOCM\_E

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| **Module Contents**  **Organisationsentwicklung**   * Die „Organisation“ als Teilaspekt der Organisationsentwicklung * Die Grundlagen der Organisationsentwicklung * Pragmatische Grundlagen der Organisationsentwicklung * Organisationen und Unternehmenskultur * Organisationales Lernen * Die Organisationsentwicklung in der Praxis   **Change Management**   * Introduction to Change Management * Understanding and shaping change * Phase models of change management * Phases of the change process * Change communication * Influencing factors and typical errors in change management * Operational instruments in the context of change management |
| **Learning Outcomes Organisationsentwicklung**  On successful completion, students will be able to   * die Grundprinzipien der Organisationsentwicklung zu erklären. * die für die Organisationsentwicklung relevanten Theorien der zwischenmenschlichen Beziehungen zu benennen. * Kritikpunkte an der Organisationsentwicklung zu erläutern. * die Auswirkungen der systemischen Organisationsentwicklung zu benennen. * die Bedeutung und Ausgestaltung der Unternehmenskultur innerhalb der Organisationsentwicklung zu umschreiben. * die Merkmale einer lernenden Organisation zu benennen. * mögliche Wege zu beschreiben, die zum Entstehen einer lernenden Organisation führen.   **Change Management**  On successful completion, students will be able to   * explain the management of change in its broadest sense. * identify the characteristics and procedures by which necessary changes in companies can beidentified and designed. * grasp the basics of processes in change management and communicate them to   otherparticipants.   * identify and analyze the need for change. * outline typical tasks of managers in initiating and accompanying change processes. * explain essential and effective techniques and tools of change processes and apply them. * evaluate the success of change processes and measures. * develop meaningful ways of dealing with resistance that arises in the change process. |

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| **Links to other Modules within the Study Program** | **Links to other Study Programs of the University** |
| This module is similar to other modules | All Bachelor Programs in the Business & |
| in the field(s) of Business Administration & | Management field(s) |
| Management |  |

# Organizational Development

Course Code: DLBWPOCM01\_E

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| **Study Level**  BA | **Language of Instruction and Examination**  English | **Contact Hours** | **CP**  5 | **Admission Requirements**  none |

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| **Kursbeschreibung**  Organisationen, die wettbewerbsfähig bleiben wollen, müssen sich einem ständigen Wandel unterziehen. Es liegt in der Hand der verantwortlichen Führungskräfte, diesen Wandel positiv zu gestalten. Wenn dies gelingt, wird das als Zeichen eines erfolgreichen Management gewertet. Ausschlaggebend hierfür sind häufig Aspekte wie die Einstellung oder Entwicklung eines neuen Geschäftsfeldes, Fusionen, Standortverlagerungen, aber auch ein kontinuierliches Unternehmenswachstum. Darüber hinaus gibt es Gründe für teils weitreichende Maßnahmen im Bereich der Organisationsentwicklung wie z. B. der technologische Fortschritt und gesellschaftliche Veränderungen. Dieses Wissen ist unverzichtbar, um einen Wandel herbeizuführen. In diesem Kurs werden die wichtigsten Theorien der zwischenmenschlichen Beziehungen als Grundlage der Organisationsentwicklung beschrieben. Aufgrund ihres zentralen Stellenwerts in der Organisationsentwicklung wird die Unternehmenskultur im Hinblick auf ihre Analyse und Entwicklung näher ausgeführt. Auch die wichtigsten Merkmale von lernenden Organisationen werden erörtert. |
| **Kursziele**  Nach erfolgreichem Abschluss dieses Kurses werden die Studierenden in der Lage sein,   * die Grundprinzipien der Organisationsentwicklung zu erklären. * die für die Organisationsentwicklung relevanten Theorien der zwischenmenschlichen Beziehungen zu benennen. * Kritikpunkte an der Organisationsentwicklung zu erläutern. * die Auswirkungen der systemischen Organisationsentwicklung zu benennen. * die Bedeutung und Ausgestaltung der Unternehmenskultur innerhalb der Organisationsentwicklung zu umschreiben. * die Merkmale einer lernenden Organisation zu benennen. * mögliche Wege zu beschreiben, die zum Entstehen einer lernenden Organisation führen. |
| **Inhalt**   1. Die „Organisation“ als Teilaspekt der Organisationsentwicklung    1. **Definition** und Begriff der Organisation    2. Die Ansätze zur Organisationsgestaltung historisch betrachtet    3. Prinzipien der Organisationsgestaltung und Organisationsformen 2. Die Grundlagen der Organisationsentwicklung    1. **Definition**, Unterscheidungsmerkmale und Abgrenzung von verwandten Disziplinen    2. Die Geschichte der Organisationsentwicklung    3. Kritik an der Organisationsentwicklung |

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| 1. Pragmatische Grundlagen der Organisationsentwicklung    1. Theorien der zwischenmenschlichen Beziehungen    2. Phasenmodelle    3. Systemtheorie 2. Organisationen und Unternehmenskultur    1. Theoretische Grundlagen    2. Kulturanalyse    3. Modelle für kulturelle und organisatorische Veränderung 3. Organisationales Lernen    1. Grundbegriffe und **Definitionen**    2. Wie lernen Organisationen?    3. Organisationales Lernen fördern 4. Die Organisationsentwicklung in der Praxis    1. Verständigung und Kommunikation als Herausforderung für Experten der Organisationsentwicklung    2. Ein klassischer Ansatz: Lewin und Schein    3. Ein moderner Ansatz: Systemdenken und dialogische Organisationsentwicklung |

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| **Literature** |
| **Compulsory Reading** |
| **Further Reading**   * Cummings, T. G. (2009): Handbook of Organization Development. Sage Pub, Thousand Oaks. * Kozlowski, S. W. J./Salas, E. (2010): Learning, training, and development in organizations. Routledge, New York. * Laloux, F. (2015): Reinventing Organizations. An Illustrated Innovation to Join the Conversation   on Next-Stage Organizations. Nelson Parker.   * Simons, R. (2005): Levers of Organization: How Managers uns Accountability Systems for Greater Performance and Commitment. Boston Harvard Business School Publishing, Boston. * Tolbert, P. S./Hall, R. H. (2016): Organizations – Structures, Processes, and Outcomes. 10th Edt.   Routledge, New York. |

Study Format Distance Learning

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| **Study Format**  Distance Learning | **Course Type**  Online Lecture |

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| **Information about the examination** | |
| **Examination Admission Requirements** | **Online Tests:** yes |
| **Type of Exam** | Exam, 90 Minutes |

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| **Student Workload** | | | | | |
| **Self Study**  90 h | **Contact Hours**  0 h | **Tutorial/Tutorial Support**  30 h | **Self Test**  30 h | **Independent Study**  0 h | **Hours Total**  150 h |

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| **Instructional Methods** | |
| **Learning Material** | **Exam Preparation** |
| ☑ Course Book | ☑ Practice Exam |
| ☑ Video | ☑ Online Tests |
| ☑ Slides |  |

# Change Management

Course Code: DLBDBCM01\_E

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| **Study Level**  BA | **Language of Instruction and Examination**  English | **Contact Hours** | **CP**  5 | **Admission Requirements**  none |

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| **Course Description**  The pace of change in markets, technologies and customer behavior has increased significantly.These developments offer growth opportunities for companies - new business models, mergingmarkets, changed customer behavior. To utilize future potentials, companies need to implementchanges effectively and quickly. To do this, it is essential to know the meaning, structure, roles ofthe people involved, possible bottle neck situations and communication within the framework ofchange management. A great number of change programs regularly fail in  the operationalimplementation. Therefore, knowledge of the systematic approach to the change process isnecessary to successfully manage change in and of the company. People and processes play acentral role in this procedure. |
| **Course Outcomes**  On successful completion, students will be able to   * explain the management of change in its broadest sense. * identify the characteristics and procedures by which necessary changes in companies can beidentified and designed. * grasp the basics of processes in change management and communicate them to   otherparticipants.   * identify and analyze the need for change. * outline typical tasks of managers in initiating and accompanying change processes. * explain essential and effective techniques and tools of change processes and apply them. * evaluate the success of change processes and measures. * develop meaningful ways of dealing with resistance that arises in the change process. |
| **Contents**   1. Introduction to Change Management    1. Terms and Definitions    2. Limitations of Change Management    3. Models of Change 2. Causes and Triggers of Change    1. Change and Transformation    2. External Triggers of Change |

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| 2.3 Internal Triggers for Change   1. The company as an Obstacle to Change    1. Obstacles at Organizational Level    2. Collective Obstacles    3. Economic Obstacles 2. Resistance at Individual Level    1. Manifestations of Individual Resistance    2. Causes and Triggers of Individual Resistance    3. Actions towards Resistance 3. Change as a Management Task    1. Success Factors of Change Management    2. Management Tasks in Change    3. Change Management Activity Plans 4. Leading Change    1. Success Factor: Leadership and Manager    2. Leadership Roles and Functions    3. Change Communication 5. Management of Change Projects    1. Change Management Models    2. Organization of Change Management    3. Controlling and Evaluation of Change Projects |

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| **Literature** |
| **Compulsory Reading** |
| **Further Reading**   * Lauer, T. (2021). Change management: Fundamentals and success factors. Springer Verlag. * Hayes, J. (2018). The theory and practice of change management [electronic resource] (Fifth edition). Palgrave Macmillan. |

Study Format Distance Learning

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| **Study Format**  Distance Learning | **Course Type**  Online Lecture |

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| **Information about the examination** | |
| **Examination Admission Requirements** | **Online Tests:** yes |
| **Type of Exam** | Exam, 90 Minutes |

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| **Student Workload** | | | | | |
| **Self Study**  90 h | **Contact Hours**  0 h | **Tutorial/Tutorial Support**  30 h | **Self Test**  30 h | **Independent Study**  0 h | **Hours Total**  150 h |

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| **Instructional Methods** | |
| **Learning Material** | **Exam Preparation** |
| ☑ Course Book | ☑ Practice Exam |
| ☑ Video | ☑ Online Tests |
| ☑ Audio |  |
| ☑ Slides |  |

Study Format myStudies

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| **Study Format**  myStudies | **Course Type**  Lecture |

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| **Information about the examination** | |
| **Examination Admission Requirements** | **Online Tests:** yes |
| **Type of Exam** | Exam, 90 Minutes |

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| **Student Workload** | | | | | |
| **Self Study**  90 h | **Contact Hours**  0 h | **Tutorial/Tutorial Support**  30 h | **Self Test**  30 h | **Independent Study**  0 h | **Hours Total**  150 h |

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| **Instructional Methods** | |
| **Learning Material** | **Exam Preparation** |
| ☑ Course Book | ☑ Practice Exam |
| ☑ Video | ☑ Online Tests |
| ☑ Audio |  |
| ☑ Slides |  |