

Change Management

Module Code: DLBDBCM_E

Module Type see curriculum	Admission Requirements none	Study Level BA	CP 5	Student Workload 150 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 (Change Management)

Contributing Courses to Module

- Change Management (DLBDBCM01_E)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Study Format: myStudies
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- 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

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 be identified and designed.
- grasp the basics of processes in change management and communicate them to other participants.
- 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.

Links to other Modules within the Study Program

This module is similar to other modules in the fields of Business Administration & Management

Links to other Study Programs of the University

All Bachelor Programs in the Business & Management fields

Change Management

Course Code: DLBDBC01_E

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

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, merging markets, changed customer behavior. To utilize future potentials, companies need to implement changes effectively and quickly. To do this, it is essential to know the meaning, structure, roles of the people involved, possible bottle neck situations and communication within the framework of change management. A great number of change programs regularly fail in the operational implementation. Therefore, knowledge of the systematic approach to the change process is necessary to successfully manage change in and of the company. People and processes play a central 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 be identified and designed.
- grasp the basics of processes in change management and communicate them to other participants.
- 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.
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Contents

1. Introduction to Change Management
 - 1.1 Terms and Definitions
 - 1.2 Limitations of Change Management
 - 1.3 Models of Change

2. Causes and Triggers of Change
 - 2.1 Change and Transformation
 - 2.2 External Triggers of Change
 - 2.3 Internal Triggers for Change
3. The company as an Obstacle to Change
 - 3.1 Obstacles at Organizational Level
 - 3.2 Collective Obstacles
 - 3.3 Economic Obstacles
4. Resistance at Individual Level
 - 4.1 Manifestations of Individual Resistance
 - 4.2 Causes and Triggers of Individual Resistance
 - 4.3 Actions towards Resistance
5. Change as a Management Task
 - 5.1 Success Factors of Change Management
 - 5.2 Management Tasks in Change
 - 5.3 Change Management Activity Plans
6. Leading Change
 - 6.1 Success Factor: Leadership and Manager
 - 6.2 Leadership Roles and Functions
 - 6.3 Change Communication
7. Management of Change Projects
 - 7.1 Change Management Models
 - 7.2 Organization of Change Management
 - 7.3 Controlling and Evaluation of Change Projects

Literature**Compulsory Reading****Further Reading**

- Lauer, T. (2021). Change management: Fundamentals and success factors. Springer Verlag.
- Metcalfe, J. S., & Cantner, U. (Eds.). (2003). Change, transformation and development. Physica.

Study Format Distance Learning

Study Format Distance Learning	Course Type Online Lecture
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Information about the examination	
Examination Admission Requirements	BOLK: yes
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	Contact Hours	Tutorial	Self Test	Independent Study	Hours Total
90 h	0 h	30 h	30 h	0 h	150 h

Instructional Methods	
<input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template	<input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed <input type="checkbox"/> Reader <input checked="" type="checkbox"/> Slides

Study Format myStudies

Study Format myStudies	Course Type Lecture
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Information about the examination	
Examination Admission Requirements	BOLK: yes
Type of Exam	Exam, 90 Minutes

Student Workload					
Self Study	Contact Hours	Tutorial	Self Test	Independent Study	Hours Total
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