

Change Management

Module Code: DLMBCM

Module Type see curriculum	Admission Requirements none	Study Level MA	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. Magdalena Bathen-Gabriel (Change Management)

Contributing Courses to Module

- Change Management (DLMBCM01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Case Study

Split Exam

Weight of Module

see curriculum

Module Contents

- The context and meaning of change
- The change process
- Perspectives for understanding change
- Implementing change

Learning Outcomes

Change Management

On successful completion, students will be able to

- recognize common features of organizational change and anticipate some of the standard difficulties encountered when an organization engages in change processes.
- explain the importance of organizational change.
- develop a conceptual framework for planned and improvised organizational change, and differentiate between anticipated, emergent, and opportunity-based change.
- utilize and redesign formal organizational structures to facilitate change processes.
- recognize the role of informal organizational structures and identify key stakeholders to promote change processes.
- analyze the social networks that exist within an organization, map independencies and motives/interests, and plan how to distribute information and redesign work flows.
- differentiate between groups of stakeholders and identify the most suitable strategy to adopt with each group.
- recognize the role of the change leader as a political broker and build social capital through informal methods.
- utilize stories and symbols when communicating with others in an organization to maximize leverage as a cultural change leader.
- draw on empirical evidence to plan and implement change processes in an organization.

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 Master Programmes in the Business & Management fields

Change Management

Course Code: DLMBCM01

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

Course Description

We live in a world characterized by constant change. This affects not only individuals but also organizations. Even successful organizations need to constantly reinvent themselves in order to remain successful. This course presents a discussion of change in relation to the complexities of organizational life, with an emphasis on applying theory to actual practice. Organizational change is an international phenomenon and the course includes many international case examples. With a focus on organizational change as opposed to personal change and/or entrepreneurship, this course has a distinctly different focus from the related modules “Leadership” and “Innovation and Entrepreneurship.” The first part of the course considers the nature of change and different change models. The second part focuses on how different perspectives complement one another and can be used to better understand, analyze, and diagnose change processes. The course deals with issues of structure, culture, and politics. In the later part of the course, the implementation of change is considered in detail. Given that many change processes fail, this part is an important learning component to complement an in-depth understanding of change.

Course Outcomes

On successful completion, students will be able to

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Contents

1. Organizational Change
 - 1.1 What is Organizational Change About?
 - 1.2 Organizational Change is Ubiquitous
 - 1.3 Change is Difficult
2. Change Management
 - 2.1 The Context of Organizational Change
 - 2.2 Planned Versus Improvisational Change Management
 - 2.3 The Congruence Model of Change
3. Designing Structure
 - 3.1 Formal Structure in Organizations
 - 3.2 Grouping
 - 3.3 Linking
 - 3.4 The Change Leader as an Architect
4. Social Networks
 - 4.1 What are Social Networks?
 - 4.2 Key Terms of Social Network Analysis
 - 4.3 Unique Characteristics of Social Networks
 - 4.4 Social Networks and Organizational Change
5. Politics
 - 5.1 Organizations as Political Arena
 - 5.2 Politics and Change
 - 5.3 The Importance of a Political Perspective on Change
6. Sense-Making
 - 6.1 Organizational Culture
 - 6.2 Sense-Making in Organizations
 - 6.3 The Change Leader as Shaman
7. Change Implementation
 - 7.1 How to Implement Change Successfully
 - 7.2 Four Perspectives on Change

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

- Bolman, L. G., & Deal, T. E. (2013). Reframing organizations: Artistry, choice, and leadership (5th ed.). San Francisco, CA: Jossey-Bass.
- Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework (3rd ed.). San Francisco, CA: Jossey-Bass.
- Pentland, A. (2014). Social physics: How good ideas spread – The lessons from a new science. New York, NY: Penguin Press.
- McChrystal, S., Collins, T., Silverman, D., & Fussell, C. (2015). Team of teams: New rules of engagement for a complex world. New York, NY: Penguin Press.
- Worren, N. A. M. (2012). Organisation design: Re-defining complex systems. Harlow: Pearson.

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 Course Evaluation: no
Type of Exam	Written Assessment: Case Study

Student Workload					
Self Study 110 h	Contact Hours 0 h	Tutorial 20 h	Self Test 20 h	Independent Study 0 h	Hours Total 150 h

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