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**  **Organizational Development**   * The “Organization” in Organization Development * The Basics of Organization Development * Pragmatic Premises of Organization Development * Organizations and Corporate Culture * Organizational Learning * The Practice of Organization Development   **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 Organizational Development**  On successful completion, students will be able to   * explain the basic principles of organizational development. * name the human relation theories in organizational development. * explain points of criticism of organizational development. * name the implications of Systemic Organizational Development. * outline the importance and design of corporate culture within organizational development. * name the characteristics of a learning organization. * show possible development paths towards the learning organization.   **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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| **Course Description**  To remain competitive, all organizations are subject to constant change. To shape this change positively is a key function of the responsible managers and a sign of successful management. Frequently, reasons such as the discontinuation or the development of new business fields, mergers and relocations are decisive, but also continuous company growth; technological improvements and social changes are reasons for partly far-reaching measures for the further development of organizations. This knowledge is of central importance for implementing changes. This course shows the most important human relation theories that serve as a basis for organizational development. Since the corporate culture is a central component of organizational development, both the analysis and the development of the corporate culture are presented. It also discusses the most important aspects of learning organization. |
| **Course Outcomes**  On successful completion, students will be able to   * explain the basic principles of organizational development. * name the human relation theories in organizational development. * explain points of criticism of organizational development. * name the implications of Systemic Organizational Development. * outline the importance and design of corporate culture within organizational development. * name the characteristics of a learning organization. * show possible development paths towards the learning organization. |
| **Contents**   1. The “Organization” in Organization Development    1. Definition and Concept of Organization    2. The Historical Evolution of Approaches to Organizational Design    3. Principles of Organization Design und Forms of Organizations 2. The Basics of Organization Development    1. Definition, Distinguishing Characteristics, and a Differentiation from Related Disciplines    2. The Historical Evolution of Organization Development    3. Criticisms of Organization Development |

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| 1. Pragmatic Premises of Organization Development    1. Human Relation Theories    2. Phase Models    3. Systems Theory 2. Organizations and Corporate Culture    1. Theoretical Basics    2. Analysis of Culture    3. Models of Cultural and Organization Change 3. Organizational Learning    1. Basic Ideas and Definitions    2. How do Organizations Learn?    3. Fostering Organizational Learning 4. The Practice of Organization Development    1. The Issue of Understanding and Communication for the OD Practitioner    2. A Traditional Approach – Lewin and Schein    3. A Contemporary Approach: Systems Thinking and Dialogic OD |

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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 |  |