

Change Management

- Course program -

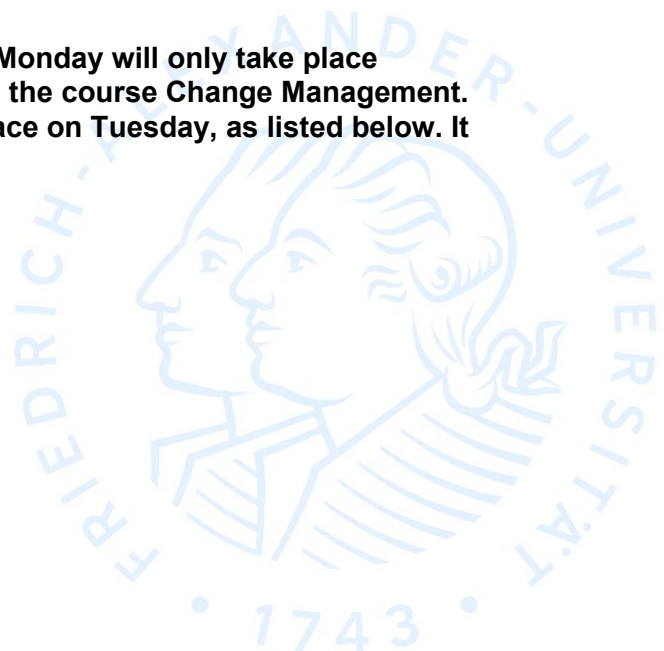
This course focuses on one of the most important management tasks: To achieve change in organizations. It deals with systematic approaches to influence individuals, teams and the organization as a whole in a desired way – in order to develop a company from its current to a future state. The currently ongoing digital transformation makes this particularly worthwhile. Digitalization drives change and thus represents a great challenge, but also offers tremendous opportunities. The course adopts a management perspective and provides participants with theoretical concepts and practical tools for managing organizational change.

At the end of this course, students should be familiar with the tasks and challenges of managing change in organizations. They should be aware of the role but also the limitations of managers in achieving change and developing organizations.

The course Change Management is an elective course of the Master in Management program, as well as in other Master's programs. The module is worth 5 ECTS and consists of a lecture and case study sessions. The exact dates of the lecture and case study sessions are listed below.

The assessment will be based on a 60-minute written exam, constituting 100% of the module grading.

Please be aware that the case session group 1 on Monday will only take place dependent on the overall number of participants in the course Change Management. Otherwise, only the session of group 2 will take place on Tuesday, as listed below. It will be announced in the second lecture.



Session 1:
April 23, 11.30-13.00

Lecture
in LG H6
Content:

Introduction to the course
Individuals and groups

Introduction to managing change
Why do we need change?

Individual characteristics

Readings: Greenberg (2013) pp. 66-74
Robbins/Judge (2017) pp. 172-205

Session 2:
April 30, 11.30-13.00

Lecture
in LG H6
Content:

Individuals and groups

Individual characteristics and preferences
Emotions and emotional intelligence

Readings: Greenberg (2013) pp. 66-74, 99-112
Robbins/Judge (2017) pp. 138-205

Case Session:

(Group 1: May 05, 11.30-13.00)
Group 2: May 06, 11.30-13.00

Content:

in LG 0.142 (Monday)
in LG 0.424 (Tuesday)
Preferences, personality types and their impact at the
workplace

Session 3:
May 07, 11.30-13.00

Lecture
in LG H6
Content:

Individuals and groups

Individual characteristics and preferences
Emotions and emotional intelligence

Readings: Greenberg (2013) pp. 66-74, 99-112
Robbins/Judge (2017) pp. 138-205

Session 4:
May 14, 11.30-13.00

Lecture
in LG H6
Content:

Individuals and groups

Motivation theories and practical implications of
motivation
Perception

Readings: Greenberg (2013) pp. 170-200
Robbins/Judge (2017) pp. 206-216, 244-307

Session 5:
May 21, 11.30-13.00

Lecture
in LG H6
Content:

Individuals and groups

Decision-making and management biases
De-biasing in decision-making processes
Group behavior, group characteristics and processes

Readings: Greenberg (2013) pp. 297-322
Robbins/Judge (2017) pp. 217-238
Kahneman (2011) pp. 109-363

Case Session:

(Group 1: May 26, 11.30-13.00) *in LG 0.142 (Monday)*
Group 2: May 27, 11.30-13.00 *in LG 0.424 (Tuesday)*

Content: *Case study "Management decisions in teams"*

Session 6: **Lecture**
May 28, 11.30-13.00 *in LG H6*

Content: *Leading individuals and groups*

Leadership theories
Research on Top Management Teams (TMTs)

Readings: Greenberg (2013) pp. 333-364
Robbins/Judge (2017) pp. 418-448

Case Session:

(Group 1: June 2, 11.30-13.00) *in LG 0.142 (Monday)*
Group 2: June 3, 11.30-13.00 *in LG 0.424 (Tuesday)*

Content: *Case study on organizational change*

Procedure: For the last case session you will have to prepare the case study by reading the case and answering guiding questions. Both will be distributed via StudOn.

Session 7: **Lecture**
June 04, 11.30-13.00 *in LG H6*

Content: *Change management in practice*

Session 8: **Lecture**
June 18, 11.30-13.00 *in LG H6*

Content: *Leading individuals and groups*

Leadership theories
Research on Top Management Teams (TMTs)

Readings: Greenberg (2013) pp. 333-364
Robbins/Judge (2017) pp. 418-448

Session 9: **Lecture**
June 25, 11.30-13.00 *in LG H6*

Content: *Change management in practice*

Session 10: Lecture
July 02, 11.30-13.00 in LG H6

Content: *Organizational change*

Transformational leadership in a digitalized “VUCA World”
New Work
Organizational change programs

Readings: Greenberg (2013) pp. 435-463, 340-342
Robbins/Judge (2017) pp. 640-658, 432-433

Session 11: Guest Lecture
July 09, 11.30-13.00 in LG H6

Session 12: Q&A Session
July 16, 11.30-13.00 in LG H6

Content: *Leadership theories*
Leading individuals and teams
Organizational change
Comments on a possible exam

Please be aware: The guest lecture(s) from practice will be **relevant** for the exam.

Exam for non-degree seeking students
July 23, 11.30-12.30 in LG H6

Only for students who take the course on a non-degree basis (e.g., Erasmus students, exchange students)

If you are an Erasmus student please register for this exam via eva.doetschel@fau.de until May 31, otherwise you will not be allowed to take this exam.

Bibliography/Readings

Greenberg, J. (2013). *Managing Behavior in Organizations*. 6. Ed., Boston: Pearson.
Kahneman, D. (2011). *Thinking, Fast and Slow*. New York: Farrar, Straus and Giroux.
Robbins, S., Judge, T. (2017). *Organizational Behavior*. 17. Ed., Harlow: Pearson.