

Course	
Course Number	183
Exam Number	183
Course Frequency	Summer Semester
Duration	1 Semester
Contact Hours per Week	2
Teaching and Learning Forms	1 SWS Seminar 1 SWS Project Work / Case Studies
ECTS Credit Points	2,5
Workload	62,5 hours <ul style="list-style-type: none"> - Attendance time in courses: 28 hours - Self-study: 34,5 hours
Language	English
Course Responsibility	Prof. Dr. Philipp Schaller
Prerequisites for Participation	Basic knowledge in: <ul style="list-style-type: none"> - Leadership and management theory - Organizational development and communication management <p>At least English Level B1 (Common European Framework of Reference for Languages)</p>
Content	<p>Modern approaches and models of change management (e.g. Kotter, McKinsey, Lewin, ADKAR, etc.), methods of evidence-based management (EBM) and their possible areas of application</p> <p>Phases and roles within the change process</p> <p>Analysis of the target state (benefits realization) and necessary resources</p> <p>Preparation of the business case, selection of suitable strategies, measurement and evaluation of the results to be achieved</p> <p>Identification and handling of resistance and barriers (stakeholder analysis, personal preferences, role and influence of culture and leadership)</p> <p>System theoretical foundations and typical causes for the failure of change processes</p> <p>Communicate change effectively and promote it in a targeted manner</p>

Course	Evidence-based Change Management
	Group work, case studies and role plays with T&D reference, practical tools
Target Competencies	<p>Graduates:</p> <ul style="list-style-type: none"> - recognise the necessity of change management in organisational practice - get to know modern methods and tools of change management - capture, structure and design organisational change projects completely and using professional methods - understand the roles of the involved internal and external stakeholders, and the value of communication and motivation in implementing change management initiatives - consider the influence of different management styles and organisational cultures - are able to propose appropriate measures in dealing with potential resistance and barriers - have an understanding of the essential characteristics of evidence-based work in change management and can apply them independently <p>This course thus imparts competencies at level 2 of the Qualifications Framework for German Higher Education Qualifications (HQF) at Master level. This applies in particular to the following areas:</p> <ul style="list-style-type: none"> - Knowledge and understanding - Use, application and creation of knowledge - Communication and cooperation - Scientific self-perception / professionalism
Examination and Course Achievement	The primary form of examination is the project work.
Basic Literature	<p>Burke, W. Warner (2002). Organization change: Theory and practice. California: Sage Publications.</p> <p>Burnes, B., Jackson, P. (2011). Success and failure in organizational change: An exploration of the role of values. <i>Journal of Change Management</i>. 11(2), 133–162.</p> <p>Hiatt, J. M. (2006). ADKAR: A model for change in business, government and our community. [Awareness desire knowledge ability reinforcement]. Loveland, Colo: Prosci Learning Center.</p> <p>Hiatt, J., Creasey, T. J. (2012). Change management: The people side of change.</p> <p>Kotter, J. P. (2012). Leading change. Boston (Massachusetts): Harvard Business Review Press.</p> <p>Kotter, J. P., Rathgeber, H. (2006). Our iceberg is melting: Changing and succeeding under any conditions. New York: St. Martin's Press.</p>

Course	Evidence-based Change Management
	Schein, E. H., Schein, P. (2017). Organizational culture and leadership. New Jersey: Wiley.