**MODULE NAME:** MANAGING CHANGE

**OR:** MANAGING CHANGE FOR CHANGERS AND CHALLENGERS

**SEMESTER:** 3-5 SEMESTER IN MASTER

**MODULE RESPONSIBLE:** Prof. Dr. Renate Osterchrist

**LECTURER:** Ute Thumm

**LANGUAGE:** English

**CURRICULUM ASSIGNMENT:**
- Continuing Master Part
  - Elective Module
  - CIE

**TEACHING FORM/SWS:**
- Class discussion and dialogue, group exercises, presentations, individual reflections
- Up to 20 participants, 4 SWS

**WORKLOAD:**
- Block course 56 hours, (3 weekends, each Friday afternoon 04.00 pm to 09.00 pm/Saturday all day 09.00 am to 05.00 pm) plus self-study, pre-readings, preparations in between classes and project work. Altogether approx. 90 hours

**CREDIT POINTS:** 4 ECTS

**PREREQUISITES:** Basics on Change Management (e.g. Bachelor class, Leadership class in Master)

**LEARNING OUTCOMES/COMPETENCIES:**
- Students
  - Deepen their knowledge on different approaches to making change happen
  - Build awareness on the role of managers during transformation processes
  - Develop own mental models and mental maps for Change Processes
  - Dare to use their own entrepreneurial potential

**CONTENT:**
- Today, leaders are more and more confronted not only in dealing with technical challenges but also in implementing change successfully. But how to get the commitment of co-workers and employees? And how to get to an agreement in
The course deepens the knowledge about Change Management and sets a specific focus on the role of the leader.

- In the end, you will get to know different approaches that help you implement change in an organization. You will apply these approaches to practical examples and project work.

- Step by step you will develop your own mental models and mental maps that give you orientation in change processes and that are useful in understanding complex business situations.

- As a leader, it is advisable to know and grow your own personality and to develop your own understanding of your role. We will dedicate part of the time on exercises, individual reflection and mutual feedback that give you a chance to learn more about yourself and to practice different tools.

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<thead>
<tr>
<th>Studien-/Prüfungsleistungen:</th>
<th>Active, regular contributions, project work and short presentations</th>
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<tbody>
<tr>
<td>Readings:</td>
<td>Various articles from „Harvard Business Manager“</td>
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<td>(to be decided which ones to take)</td>
<td>Philip Mirvis: To the Desert and Back</td>
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<td>C. Otto Scharmer: Theory U. Leading from the Emerging Future</td>
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<td>Jim Collins: Great by Choice</td>
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<td>Karl E. Weick and Kathleen M. Sutcliffe: Managing the Unexpected: Sustained Performance in a Complex World.</td>
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Comments: The course offers you a lively and colorful mixture of theory, practical exercises, working on questions from the practical field and possibilities for personal reflection.