

Modulbezeichnung: (Title)	<b>LEADING CHANGE</b>
Modulverantwortliche:r: (Module responsibility)	Prof. Dr. Renate Osterchrist
Dozent:in (Course teachers)	Prof. Dr. Renate Osterchrist
Sprache: (Language)	English
Zuordnung zum Curriculum: (Degree program)	Master of Business Administration and Engineering Elective module for all types of access, 1.- 5. Semester
Kategorie: (Category)	Integration
Lehrform/SWS: (Teaching methods/Hours per week (SWS))	Max. 20 participants Class discussion, teamwork, presentations, individual reflection, case work, 4 SWS
Arbeitsaufwand: (Workload)	Block course 60 hours Self-study, presentations, preparation in between classes, project work, approx. 90 hours. Ensure your full participation during all class sessions
Kreditpunkte: (Number of ECTS credits)	5 ECTS
Voraussetzungen: (Prerequisites)	Module „Leadership and Upward Management“
Verwendbarkeit: (Usability)	This class is helpful as an add on to the Module “Leadership und Up- ward Management” as making change happen in an organization is not part of the leadership class.
Lernziele/Kompetenzen: (Course objectives)	Students understand <ul style="list-style-type: none"> <li>▪ ongoing developments in organizations and its implications on leadership and change</li> <li>▪ various approaches in change management</li> </ul>

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	<p>Students analyse</p> <ul style="list-style-type: none"> <li>▪ usability of change approaches in different contexts</li> <li>▪ the emotional side of change</li> <li>▪ their role in making change happen</li> </ul> <p>Students create</p> <ul style="list-style-type: none"> <li>▪ change approaches for different situations</li> </ul>
Inhalt: (Course content)	<ul style="list-style-type: none"> <li>▪ Change Management approaches - models</li> <li>▪ Diagnostic methods to define the start for change</li> <li>▪ Change Tools (e.g. stakeholder analysis, change story, communication, Top Team Alignment)</li> <li>▪ Applying the diagnostics and tools to company cases</li> <li>▪ The emotional side of change</li> <li>▪ The leaders role in change</li> <li>▪ Implementing agile Teams</li> </ul>
Prüfungsform: (Assessment method)	<p>Module work consisting of ca. 15 pages paper. Specifics are explained during the first session by the lecturer.</p>
Literatur: (Recommended reading)	<p>HEATH, Chip, HEATH, Dan. 2010. Switch. How to change things when change is hard. London. Random House ISBN: 978-1847940315</p> <p>HEHN, v. Svea, CORNELISSEN, Nils, BRAUN, Claudia. 2021. Kulturwandel in Organisationen. Heidelberg: Springer. ISBN: 9783662620304</p> <p>KELLER, Scott, PRICE, Colin. 2011. Beyond Performance. Hoboken: Wiley. ISBN: 978-1-118-024621</p> <p>KOTTER, John. 2016. Our iceberg is melting. London. Macmillan ISBN: 978-0399563928</p> <p>OSTERCHRIST, Renate, CLASVOGT, Claus, HÜTER, Michael. 2019. Wirksame Change-Impulse. Stuttgart: Schäffer-Poeschel. ISBN 978-3-7910-4668-6</p> <p>SCHEIN, Edgar. 2017. Organizational culture and leadership. Hoboken: Wiley. ISBN: 978-1119212041</p>