	• Kreutzer, Ralf T. T.; Neugebauer, Tim; Pattloch, Anette (2016): *Digital Business Leadership: Digitale Transformation – Geschäftsmodell-Innovation – agile Organisation – Change Management*, Wiesbaden: Springer Gabler. Specialist journals: • Journal of Strategic Information Systems • ZFO – Zeitschrift Führung und Organisation • Information Systems Research (ISR) • Management Information Systems Quarterly (MISQ) • Technology Analysis & Strategic Management • Journal of Business Venturing (JBV) • Proceedings of the Hawaii International Conference on System Sciences (HICSS)
	Further recommended reading: Books, each in the current edition: • Müller-Stewens, Günter; Lechner, Christoph (2005): *Strategisches Management. Wie strategische Initiativen zum Wandel führen*, Wiesbaden: Schäffer Poeschel. • Volberda, Henk et al. (2011): *Strategic Management. Competitiveness and Globalization*, Andover: Cengage Learning. • Clegg, Stewart R. et al. (2011): *Strategy. Theory and Practice*, Los Angeles: Sage. • Mintzberg, Henry et al. (1998): *Strategy Safari. The complete guide through the wilds of strategic management*, New Jersey: Prentice Hall. Specialist journals: • Harvard Business Manager • Harvard Business Review
	Other learning materials: • TU Graz learning videos (20-30 min.) • screencasts and slidecasts • other free learning and teaching materials

Module name: Organisational Change

Module number: A 5		ECTS credit points: 5
Academic level	Master	
Intended curriculum phase	1st sem.	
Compulsory module or compulsory elective module	Compulsory module	
Ratio of in-person/online teaching	1.5 in-person teaching	3.5 online teaching

Assigned courses*/ stages / ECTS credit points *... Course types and associated workloads are explained in detail under planned didactics and methodology	1. Fundamentals of Change Management (Grundlagen des Change Managements); e-learning course – **online stage**, 1.5 ECTS credit points 2. Advanced Topics in Change Management (Ausgewählte Kapitel des Change Managements); interactive workshop / change exercises / case studies – **in-person stage**, 1.5 ECTS credit points, VU (lecture with integrated exercises) 3. Transfer Project; e-learning project – **transfer stage**, 2 ECTS credit points, PT (project)
Scope	5 ECTS credit points
Required skills/modules; skills/modules to be acquired in parallel	none
Prerequisite for	Digital Strategies and Business Modelling
Course language	English
Central idea and skills to be imparted	In this module, students acquire a systematic overview and a comprehensive understanding of change management. Students engage with different concepts, methods and tools of change management and acquire specific skills in the various aspects. With the help of practical exercises, cases and a transfer project, the students are asked to put what they have learned into practice in their own change projects. While engaging with the basic principles and central models for change, students explore facets of individual and organisational change in change projects and place them in the context of social systems. They are also able to understand the organisation as a political system and to deal with resistance and dynamics in change projects. After successfully completing the module, the students can independently describe the core steps of a change process and design a change architecture for their change project. They are able to identify the different roles in a change process and to design a change story for their own project. They are able to deal with the role and tasks of managers in change processes.

Teaching content	Learning outcomes / goals
	Upon successful completion of the module, students are able to:
Framework for change VUKA Strategic drift Basics of change management • Drivers for change • Why change often fails • How do people deal with change: Reference to change biography • Basic models in change management: Change	• see the change project in the context of the organisational environment and understand the organisation as a complex, social system • name drivers for change and establish a connection to their concrete change projects • give reasons for the failure of changes and reflect on the associated challenges • explain central models of change management, as well as dimensions of individual and organisational changes and apply them in one's own projects

roadmap, change curve, change typologies, tasks of leadership in change	
12 principles of transformation	• explain the 12 principles for transformation and reflect on how these can flow into change processes
The organisation as a political system • Systemic triangles • Stakeholder analysis, force field analysis	• identify relevant stakeholders in change processes, independently apply the stakeholder portfolio matrix and force field analysis and establish a concrete connection to their individual projects
Leadership in change processes • Responsibilities of leadership	• reflect on the role and tasks of leadership in change projects and implement approaches in individual projects
Implementing change processes • Basic processes in change management • Dimensions of a change architecture • Agile principles in change processes • Roles in change processes	• describe the central process steps of a change architecture and draft essential milestones, results and activities for individual project within a rough time structure • appropriately include agile principles in change projects
Accompanying people through change and shaping corporate culture • SCARF Model – Five dimensions of emotional acceptance • Dealing with resistance in change projects • Shaping corporate culture • Cultural change as a learning process	• include relevant groups of people and roles according to the requirements and goals of the company • understand the basics of cognitive brain research and its importance for emotional acceptance or rejection in change processes and reflect on their effects in practice • describe strategies for dealing with resistance in organisations • reflect the corporate culture in dealing with changes • understand strategic adjustment possibilities of corporate cultures
Communication in change • Communication: From thinking to doing • Purpose and starting points of change communication • Communication strategy for change projects	• develop a change story for a specific project and name and use the different channels for change communication • explain the various parts of a communication strategy in change projects, assess their relevance for an individual question and design a strategy for the individual project

Teaching and learning activities and methods*	Planned didactics and methodology:

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*... teaching and learning activities and methods along with their structuring are explained under planned didactics and methodology	The in-person stage is conducted as a mixture of impulse-, reflection- and practise-based teaching and with much time devoted to joint discussion (whole-class, in groups). Input from the teacher is illustrated and consolidated with the aid of examples. Participants work on other tasks during in-person time, either on their own or in groups, preparing and following up by means of self-study. Independent work is offered on the basic literature and acquisition of principles in preparation and follow-up for the in-person stages as an asynchronous distance learning element. An application-oriented transfer project rounds off the didactic concept of this module and is devoted to actual corporate tasks performed by the students.

Breakdown of time commitment:

	Estimated time commitment in units of 60 minutes
E-learning (preparation for the in-person stage)	37.5
In-person teaching units	20
Course assessment	17.5
Transfer project (follow-up to in-person stage)	50
Total	**125**

Assessment	**Assessment methods and criteria:** The online stage is assessed online (multiple-choice exam). The in-person stage is assessed by means of a written examination along with developing and presenting a group project (case study discussions), while the transfer stage is assessed on the basis of a transfer project in the form of a project report or presentation of the project results. Weighting of the individual assessments in the overall assessment of the module:

	Weighting	Minimum required positive assessment for a completion of the course on the first try
Online assessment	30%	**> 50%**
Written exam – in-person stage	30%	**> 50%**

Project report, presentation	40%	**> 50%**
Total	**100%**	**> 50%**

Any deviations from this description of the overall assessment are announced at the beginning of the module.

Specialist literature and other learning materials	Core literature:
	Books, each in the current edition:

- Höfler, Manfred; Bodingbauer, Dietmar; Dolleschall; Schwarenthorer, Franz (2018): *Abenteuer Change Management*, Frankfurt/M: Frankfurter Allgemeine Buch.
- Kotter, John P. (2012): *Leading Change*, Munich: Franz Vahlen.
- Doppler, Klaus; Lauterburg, Christoph (2019): *Change Management: Den Unternehmenswandel gestalten*, 14th edition, Frankfurt/M.: Campus.
- Kotter, John P. (2014): *Accelerate: Building Strategic Agility for a Faster-Moving World*, London: Harvard Business.
- Sinek, Simon (2009): *Start with Why: How Great Leaders Inspire Everyone to Take Action*, London: Penguin.
- Schein, Edgar H. (2003): *Prozessberatung für die Organisation der Zukunft: Der Aufbau einer helfenden Beziehung*, Berlin: EHP.
- Rock, David (2020): *Your Brain at Work: Strategies for Overcoming Distraction, Regaining Focus and Working Smarter All Day Long*, New York: Harper.
- Senge, Peter (2014): *The Dance of Change, The challenges to sustaining momentum in a learning organization*, London: Currency.
- Laloux, Frederic (2016): *Reinventing Organizations: An Illustrated Invitation to Join the Conversation on Next-Stage Organizations*, London: Nelson Parker.
- Königswieser, Roswitha; Exner, Alexander (2019): *Systemische Intervention: Architekturen und Designs für Berater und Veränderungsmanager*, Stuttgart: Schäffer Poeschel.

Specialist journals:

- Journal of Change Management
- Journal of Organizational Change Management
- ZOE Zeitschrift für Organisationsentwicklung
- ManagerSeminare
- Changement

Other learning materials:

- online ICG learning videos