Course description

MCI
DIE UNTERNEHMERISCHE
HOCHSCHULE

GENERAL DATA

Course Unit Title	Change Management		
Module			
Course Unit Code	IFLV6599	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	1
Semester	Spring 2025	ECTS Credits allocated	3

SPECIAL INFORMATION

Name of Lecturer	FH-Prof. Wendy Farrell, PhD
Objective of the Course (Learning Outcomes)	Upon completion of this four-day workshop, participants will be able to: - Gain a deep understanding of the complexities involved in organizational change, including the drivers of change, the challenges it presents, and the strategies for successfully navigating it. - Acquire thorough knowledge of the McKinsey 7S Framework (Strategy, Structure, Systems, Shared Values, Skills, Style, and Staff) and its application in diagnosing and addressing organizational effectiveness and alignment. - Learn to critically assess the impact of different organizational structures and apply strategies to optimize structure for enhanced agility and effectiveness. - Develop the ability to formulate comprehensive change strategies that consider all aspects of the organization. - Learn techniques for implementing organizational change, including planning, communication, and stakeholder engagement strategies, to ensure smooth transitions and minimize resistance. - Apply the theoretical knowledge gained in a practical, hands-on simulation exercise that mirrors real-world organizational change scenarios, allowing participants to experiment with change strategies and see immediate outcomes.
Course Contents	**FH-Prof. Wendy Farrell, PhD:** This four-day workshop on Organizational Development and Change provides a deep dive into the intricacies of organizational change, utilizing the McKinsey 7S Framework—encompassing Strategy, Structure, Systems, Shared Values, Skills, Style, and Staff. The workshop begins by discussing the importance of organizational change and how the 7S model can help in diagnosing where change should occur. Day one will focus on the concepts of Strategy and Structure. The second day with an examination of Systems, Shared Values, and Skills. During day three, the remaining Ss (Style and Staff) will be covered. A highlight of the workshop is the simulation exercise, offering participants a practical application of the concepts discussed to navigate complex, real-world change scenarios. The concluding day focuses on debriefing the simulation and deriving actionable insights. Participants will be equipped with the tools to diagnose organizational needs for change, formulate effective change management strategies, and craft action plans. Interactive discussions and activities throughout the workshop offer a blend of theoretical insights and practical applications.
Recommended Reading	Burke, W. W., & Litwin, G. H. (1992). A Causal Model of Organizational Performance and Change. Journal of Management, 18(3), 523–545. Cawsey, T.F. (2016). Organizational change: an action-oriented toolkit (3rd ed.). Thousand

	Oaks, California: SAGE Publications. Jones, G. R. (2012): Organizational theory, design, and change. Edinburgh: Pearson education. Porter, M. (1985). Competitive Advantage: Creating and sustaining superior performance Venkateswara Rao, T. (2004). Performance management and appraisal systems: HR tools for global competitiveness Waterman Jr., R. H., Peters, T. J., & Phillips, J. R. (1980). Structure is not organization. Business Horizons Actions
Planned Learning Activities and Teaching Methods	The course comprises an interactive mix of lectures, discussions and individual and group work.
Assessment Methods and Criteria	The course will be assessed as follows: Participation (80%): Participation is at the heart of our learning experience. Given the interactive nature of this course, your active involvement in all class activities is crucial. Points will be awarded based on engagement in class discussions and activities, attendance, and preparation. Reflection Paper (20%): At the end of the course, you will submit a Reflection Paper (3-5 pages, double-spaced) that encapsulates your learning journey. This paper should reflect on learning, offer personal insights, apply the concepts learned, and critically engage with the course material.