

<b>Managing Change in Digital Transformation</b>					
<b>Module no.</b>	<b>Credits</b> 5 CP	<b>Workload</b> 150 h	<b>Term</b> 1.-3. Sem.	<b>Frequency</b> irregular	<b>Duration</b> 1 Semester
<b>Courses</b> Seminar			<b>Contact hrs</b> 4 SWS	<b>Self-Study</b> 105 h	<b>Group size</b> 18 students
<b>Language</b> English			<b>Prerequisites</b>		
<b>Registration</b> Registration mask on homepage / via email (see homepage)					

<b>Specialisations / Classifications</b>
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<b>Program Economic Policy Consulting MSc.</b>			
	<b>Compulsory module (20 ECTS)</b>		<b>Environmental, Resource and Energy Economics</b>
	<b>Quantitative Methods</b>		<b>Microeconomic Theory and Applications</b>
	<b>Regional, International and Development Economics</b>	x	<b>Elective module</b>

<b>Program Management and Economics MSc.</b>			
	<b>Accounting &amp; Auditing</b>		<b>Production management</b>
x	<b>Entrepreneurship, Innovation &amp; Transformation</b>		<b>Development Economics</b>
	<b>Banking &amp; Finance</b>		<b>Statistics &amp; Econometrics</b>
	<b>Governance Systems</b>		<b>National Security Economics</b>
	<b>Business Taxation</b>		<b>Theoretical &amp; Applied Microeconomics</b>
	<b>International Finance</b>		<b>Energy and Environmental Economics</b>
	<b>Controlling</b>		<b>General Economics</b>
	<b>Sales &amp; Innovation</b>	x	<b>General Management</b>
	<b>Data Science &amp; Quantitative Analysis</b>		

<b>Program Finance, Accounting, Auditing, Controlling, &amp; Taxation MSc.</b>			
	<b>Compulsory module ( 25 ECTS)</b>		<b>Finance</b>
	<b>Accounting</b>		<b>Auditing</b>
	<b>Controlling</b>		<b>Taxation</b>
	<b>Compulsory elective (20 ECTS)</b>	x	<b>Elective module (max. 15 ECTS)</b>

<b>Program Sales Management MSc.</b>			
	<b>Compulsory module (45 ECTS)</b>	x	<b>Elective module (max. 20 ECTS)</b>
	<b>Compulsory elective (min. 15 ECTS)</b>		

<b>Economics MSc.</b>
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	<b>Core module (30 ECTS)</b>		<b>Elective in Economics (min. 75 ECTS)</b>
	<b>International Economics and Finance</b>	x	<b>Elective in Management (max. 15 ECTS)</b>
	<b>Economic Policy</b>		

<b>Management MSc.</b>			
	<b>Accounting, Finance, Taxation</b>	x	<b>Elective in Management (min. 60 ECTS)</b>
	<b>Operations and Service Management</b>		<b>Elective in Economics (max. 30 ECTS)</b>
	<b>Marketing</b>		

<p><b>Learning outcomes</b>  Participants will achieve knowledge and abilities in the following areas:</p> <ul style="list-style-type: none"> <li>• Understanding different perspectives on change</li> <li>• Analyzing change dynamics with social science research instruments</li> <li>• Moderating change projects and change dynamics on organizational, managerial and employee level</li> <li>• Understanding the interdependence between technology, people and organizational properties</li> <li>• Context-sensitive selection of change instruments</li> </ul>			
<p><b>Content</b></p> <ul style="list-style-type: none"> <li>• Concepts, methods and instrument for classifying and moderating organizational change</li> <li>• Drivers and inhibitors of change</li> <li>• Resistance to change and coping patterns</li> <li>• Change strategies and roadmaps</li> <li>• Competence development for enhancing change capabilities</li> <li>• Managing change and leadership styles</li> <li>• Classifications of digital change and options for new work</li> <li>• Human-AI role development</li> </ul>			
<p><b>Teaching methods</b>  Seminar, presentations, oral exam</p>			
<p><b>Mode of assessment</b>  The grade for the module is determined in a poster presentation and an oral exam.</p>			
<p><b>Requirement for the award of credit points</b>  Credit points are received when the final module examination has been successfully completed.</p>			
<p><b>Weight of the mark for the final score (based on a required coursework of 120 ECTS)</b>  4,17 %</p>			
<p><b>Module coordinator and lecturer(s)</b>  Module coordinator: Prof. Dr. Uta Wilkens  Lecturer(s): Prof. Dr. Uta Wilkens</p>			
<p><b>Learning material and relevant literature</b></p>			

Hayes, J. (2022). *The Theory and Practice of Change Management* (6<sup>th</sup> ed.). London: Bloomsbury Publishing.

Hess, T. (2016). Digitalisierung. Enzyklopädie der Wirtschaftsinformatik – Online Lexikon. Retrieved from <http://www.enzyklopaedie-der-wirtschaftsinformatik.de/lexikon/technologien-methoden/Informatik--Grundlagen/digitalisierung> [18.03.2019].

Langhof, V. & Wilkens, U. (2021). Agile project management, new leadership roles and dynamic capabilities – Insight from a case study analysis. *Journal of Competences, Strategy and management*, 11, S. 1-18. <https://doi.org/10.25437/jcsm-vol11-17>.

Legner, C., Eymann, T., Hess, T., Matt, C. et al. (2017). Digitalization: Opportunity and Challenge for the Business and Information Systems Engineering Community. *Bus Inf Syst Eng*, 59(4), 301-308.

Riasanow, T., Setzke, D. S., Böhm, M., & Krcmar, H. (2019). Clarifying the Notion of Digital Transformation: A Transdisciplinary Literature Review. *Journal of Competences, Strategy & Management*, 10, 5-36.

Wilkens, U. (2021). Digitaler Wandel und Führung in Veränderungsprozessen. In W. Busse Colbe, A. G. v. Coenenberg, P. Kajüter, U. Linnhoff, & B. Pellens (Hrsg.). *Betriebswirtschaft für Führungskräfte. Eine Einführung in betriebswirtschaftliches Denken und Handeln*. 5. komplett überarbeitete Auflage. (S. 317-352). Stuttgart: Schäffer-Poeschel Verlag.

Wilkens U., Lupp, D., & Langhof, V. (2023). Configurations of human-centered AI at work – Seven actor-structure engagements in organizations. *Frontiers in Artificial Intelligence. AI in Business*, 6. doi: 10.3389/frai.2023.1272159

#### Further information

There is an option to gain another 5 CP through an additional research paper further substantiating the topic of the poster presentation; see module “Advanced Seminar on Managing Change in Digital Transformation”