



Marburg
University

Change Management

Winter Semester 2025/26

Prof. Dr. Teresa Dickler

Why This Course?

Change Management & Organizational Transformation: More Relevant Than Ever

Constant Disruption: Today's organizations face relentless change—AI, climate change, digitalization, and shifting global dynamics are rewriting the rules of business.

Competitive Edge: The ability to lead change is now a core competency for managers and organizations seeking to survive and thrive.

Exciting Opportunities: Change brings not just challenges, but also the chance to innovate, grow, and make a real impact.



Why This Course?

An Exciting, Interactive Learning Experience

Theory Meets Practice: Build a strong foundation with classic and cutting-edge theories, then apply them to real-world scenarios.

Applied Case Studies: Tackle current, high-stakes business cases to bridge the gap between classroom and practice.

Guest Lectures: Gain insights from experienced leaders and change-makers.

Group Discussions & Peer Learning: Engage in lively debates and collaborative problem-solving.

Presentations & Active Participation: Develop your communication and leadership skills in a supportive environment.

Flipped Classroom: Experience a student-centered approach to learning



Course overview

Part 1: Foundations of Change Management and Organizational Transformation (21.11.2025)

- The Evolving Role of Change in Modern Organizations
- Key Concepts and Definitions in Change and Transformation
- Theoretical Foundations for Organizational Change

Part 2: Transformational Leadership in a Changing World (21.11.2025)

- Harnessing the Dynamic Capabilities Framework
- Thriving in the VUCA Environment
- Leadership in Action: Sensing, Seizing, and Transforming

Part 3: Navigating the Drivers of Organizational Change (28.11.2025)

- Megatrends Shaping Organizational Transformation
- Competitive Pressures and Market Dynamics
- Internal Catalysts: Firm-Level Drivers of Change

Part 4: Implementing and Sustaining Change in Organizations (05.12.2025)

- Leading Change: Models and Roadmaps
- Integrating and Comparing Change Management Approaches
- Overcoming Resistance and Fostering Engagement
- Monitoring, Measuring, and Embedding Lasting Change

Part 5: Term paper (to be submitted by 19.12.2025)

- Strictly individual work
- 10 pages
- Real-world case study of change initiative, more detailed instructions follow

Part 5: Final Presentations (30.01.2026)

- Group or individual work
- 20 minutes per person
- Real-world case study of change initiative, more detailed instructions follow

Evaluation Criteria

1. Mandatory participation in all sessions

- Block 1: 21.11.2025; 09:30-17:00
105 (SEM +1/0050) (Pilgrimstein 12, Seminargebäude (B | 07))
- Block 2: 28.11.2025; 09:30-17:00
201 (SEM +2/0010) (Pilgrimstein 12, Seminargebäude (B | 07))
- Block 3: 05.12.2025; 09:30-17:00
Seminarraum 00/0230 (Seminarraum 00/0230) (Gutenbergstraße 29a, Institutsgebäude (G | 02))
- Final presentations: 30.01.2026; 9:00-18:00
105 (SEM +1/0050) (Pilgrimstein 12, Seminargebäude (B | 07))

2. Term paper (10 pages) to be submitted by 19.12.2025

3. Final presentation (20 minutes) on 30.01.2026