

Course: Change Management 3

credits: 3

Course code	CIVB18CHM3	Modes of delivery	Action learning
Name	Change Management 3		Assignment
Study year	2020-2021		Lecture
ECTS credits	3		Practical / Training
Language	English		Problem-based learning
Coordinator	H. Meijer		Simulation
		Assessments	Change Management 3 - Other assessment

Learning outcomes

Competences:

- **SETTING A COURSE;** The Marketing professional maps out a marketing approach. He/she does this based on his/her vision, opportunities he/she identifies in the market and the long-term competitive advantage of the organisation where he/she works. Because he/she does not work within a vacuum, the Marketing professional is a bridge-builder who connects both knowledge and people.
- **CREATING VALUE;** The Marketing professional gives substance to the marketing approach by creating long-term value for both the client, the organisation and society. He/she does this based on an analysis of data and research, with the aim of gauging the client's actual behaviour. He/she is able to translate this analysis into an action plan.
- **BUSINESS DEVELOPMENT;** Via co-creation with stakeholders, the Marketing professional designs unique and/or innovative concepts and revenue models to optimise value for all relevant stakeholders. He/she anticipates and/or initiates change and gains the support of the stakeholders during the development process.
- **IMPLEMENTING;** Based on the developed concept, the Marketing professional produces a sustainable marketing product or sub-product or service for existing and potential stakeholders. The Marketing professional puts forward creative solutions, facilitates parts of the implementation process, shows perseverance and takes financial responsibility in order to achieve the desired commercial result together with internal and external parties. He/she secures stakeholders' commitment during implementation.

21st-century skills:

- Creativity
- Teamwork
- Initiative
- Perseverance
- Adaptability
- Communication
- Sense of responsibility
- Commercial awareness
- Leadership
- Curiosity
- Critical thinking

Learning Outcomes:

1. Apply knowledge about the major theories and perspectives concerning organization development and change management
2. Analyze the role of the internal and external environment in driving or restraining change regarding large and small scale change initiatives within organizations
3. Demonstrate an ability to evaluate the needs and constraints of organizational change and to reflect on their own role and position in this situation
4. Design the change strategies or interventions necessary for organizational change

Content

Level:

Intermediate

Content:

This course is designed to provide students with the conceptual frameworks and an understanding of the best practices related to developing, implementing, and managing large and small scale change initiatives, both as an internal change agent and as an organizational development consultant. Content will include:

- The major theories and perspectives regarding organizational development , creativity and change management
- The drivers and constraints on change in external and internal environments
- Change strategies and interventions
- The dynamics, measures and complexity of executing change
- Feedback, measuring and iteration processes

Literature/study materials:

- For Marketing Management Bachelor Programme student: For the latest info, go to the reading list on intranet: Hanze.nl/marketingprogramme or the Blackboard course.
- For Exchange Students/Certificate Students: For the latest info, go to the reading list on intranet: Hanzegroningen.eu/exchangemm or the Blackboard course.

5. Analyse the dynamics and issues in implementing and executing a change strategy or an intervention

Included in programme(s)

Marketing Management

School(s)

School of Marketing Management and Financial Economic Management

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