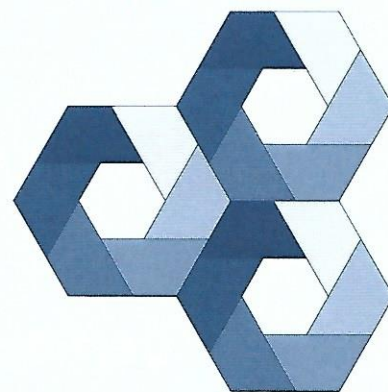


Certificate



Karoline Kepper

has attended the nationally standardized CCI Certificate Course

Change Management (CCI) actively shaping change processes

in co-operation with the

Studiengemeinschaft Darmstadt GmbH

from 01.06.2017 to 06.12.2017

and having met the standards required for preparing project work, presenting the results to the whole group, and taking part in a follow-up expert discussion, has been awarded this certificate.

Course duration: 620 hours covering the objectives and subjects detailed overleaf

Darmstadt, 6th December 2017

Industrie- und Handelskammer
(Chamber of Commerce and Industry)
Darmstadt

Anna Schumacher



Darmstadt
Rhein Main Neckar

Certificate Course: Change Management (CCI) actively shaping change processes

Module 1: Characteristics of Changes	134
<ul style="list-style-type: none">- Introduction- Fundamentals of change management- Change management in the corporate context- Challenges encountered in change processes	
Module 2: Planning and shaping change processes	134
<ul style="list-style-type: none">- Change Management- Shaping changes- Implementing and stabilising change processes- Latest developments and trends	
Module 3: The change manager	134
<ul style="list-style-type: none">- The influence of power and hierarchy- Your own response to change- Criteria expected of a change manager	
Module 4: Leadership in change processes	134
<ul style="list-style-type: none">- Leadership in dynamic systems- Challenges faced by managers in change processes- Managing teams successfully	
Module 5: Winning people's support for the change and team reflection	84
<ul style="list-style-type: none">- Changes and the human aspects involved- Team reflection- Summary and prospects	
Learning Units Total	620

FINAL RESULTS

Karoline Kepper

Date of birth: 06.09.1965
 Matriculation number: 913154



Mrs Kepper took part in the distance learning programme

Change Management (CCI)

- approved by the National Agency for Distance Education -
 in the period from 01.06.2017 to 30.10.2017.

The student successfully completed the course of studies and submitted work for assessment in the following areas:

- Basic principles of organisation
- Basic principles of change management
- Change management methods
- The psychology of change management
- Leadership aspects of change management
- Applied knowledge of change management (methods and support processes)

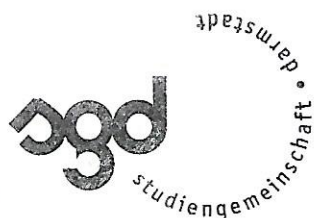
The assessed work was awarded the final grade

----- very good -----

Darmstadt, 07.12.2017



Managing Director




Director of Distance Education