

## SCHOOL OF BUSINESS

### Course Outline

<b>COURSE NAME:</b> Managing Change	<b>COURSE NO.:</b> BADM 466
<b>TERM:</b> Fall 2015	<b>COURSE CREDITS:</b> 3
<b>INSTRUCTOR:</b>	<b>E-MAIL:</b>
<b>OFFICE:</b>	<b>PHONE (LOCAL):</b>

**COURSE PREREQUISITES:** 84 credits of 100 level or higher coursework including ENGL 100, and CMNS 220 or CMNS 152

**REQUIRED TEXT:** Kotter, John. (2010). *Leading Change*. Cambridge: Harvard Business School Press.

Bridges, William. (2009). *Managing Transitions – Making the Most of Change (3<sup>rd</sup> edition)*. Boston: Corporate & Professional Publishing Group, Addison-Wesley Publishing Company

**OTHER RESOURCES:** Posted to Moodle

**COURSE FORMAT:** Instructional hours: 3 hours per week x 15 weeks.

Fourth-hour activities: Moodle discussion forums spaced through the term.

**COURSE OUTCOMES:**

**General Outcomes:** This course is designed to provide students with an introduction to the concepts and practical approaches involved in managing organizational change. This course will draw upon the concepts and skills learned in other business courses and will also provide students with the ability to blend hard and soft skills in the challenging role of leading change.

**Specific Student Outcomes:** Upon successful completion of this course, students will be able to demonstrate competence in the following abilities and skills:

Ability	Learning Outcome	Levels*
Communications	C1. Demonstrate effective oral communication in presentations.	5 - 6
	C2. Demonstrate ability to provide feedback in both oral and written forms.	5 - 6
	C3. Demonstrate effective written communication in assignments.	5 - 6
	C4. Demonstrate effective computer literacy in research and preparation of assignments.	5 - 6
	C5. Demonstrate effective use of MS Suite programs in a variety of presentations.	5 - 6
Analysis and Decision Making	A1. Analyze and understand the forces for change	5 - 6
	A2. Assess organizational situations to determine if change is needed.	5 - 6
	A3. Distinguish between different types and terminologies of organization change.	5 - 6
	A4. Identify the nature and significance of various impediments to organizational change (e.g. organization inertia, resistance to change).	5 - 6
	A5. Explain the nature of the relationship between organization change drivers and impediments.	5 - 6
	A6. Demonstrate and apply change management models and concepts.	5 - 6

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	A7. Explain organizational change processes from multiple role perspectives.	5 - 6
	A8. Appraise the effectiveness of change management efforts.	5 - 6
	A8. Demonstrate how to integrate specialist business skills into an overall organizational change program.	5 - 6
Social Interaction	S1. Demonstrate leadership in class discussion and small group assignments.	6
	S2. Demonstrate effective team work in class and small group assignments.	6
	S3. Demonstrate effective conflict resolution skills in small group assignments.	6
	S4. Demonstrate respect and value for the diverse viewpoints and experiences in the classroom population.	6
Citizenship, Sustainability and Global Perspective	G1. Contrast a variety of global approaches to managing change.	5
	G2. Anticipate variety in cultural understanding and expression of events.	5

\*See Faculty of Business – Our Commitment to Assessment and Constructive Feedback for description of the six “Levels” of Comprehension.

**EVALUATION PROFILE:**

Assessment	% of Final Grade	Individual/ Group	CAPabilities Assessed			
			Communications	Analysis & Decision Making	Social Interaction	Citizenship, Sustainability and Global Perspective
Assignment #1: Individual	20	I	X	X		
Quiz #1	10	I	X	X		
Assignment #2: Team	20	G	X	X	X	X
Discussion Forum (Team)	10	G	X	X		
Quiz #2	10	I	X	X		
Individual Assessment posting:	5	I	X	X		X
Assignment #3: Team	20	G	X	X		X
Participation	5	I	X		X	X
<b>Total</b>	<b>100%</b>					

COURSE CONTENT:

Wk	Date	Topic	Readings	Assessment
Week 1		Welcome, Course Overview What is “change management”? Change management drivers Types of change	Moodle article	
Week 2		Keys to successful change. Why organizational changes fail Sustaining change The Kotter Model Kotter - Step 1: Establishing a Sense of urgency <i>Assignment #1: briefing</i>	Kotter: cpt 1-2  Devane	
Week 3		Kotter - Step 2: Creating the Guiding Coalition Kotter - Step 3: Developing a Vision and Strategy <i>(demonstrations of alternative methods)</i> Kotter - Step 4: Communicating the Change Vision	Kotter: cpt 3-6	
Week 4		Kotter - Step 5: Empowering Employees for Broad-Based Action Kotter - Step 6: Generating Short-term Wins Kotter - Step 7: Consolidating Gains and Producing More Wins Kotter - Step 8: Anchoring new Approaches in the Culture	Kotter: cpt 7-10 Devane	Assignment #1 due
Week 5		<i>Quiz #1</i> Assignment #2 briefing		
Week 6		Assignment #2 (Doc 1 + Doc 2 due) <i>Assignment #2 preparation</i>		Doc 1+Doc 2 due
Week 7		<i>Assignment #2 presentations</i>	Moodle article	
Week 8		Resistance to Change Bridges: How to Get People to Let Go Bridges: Leading People Through the Neutral Zone Bridges: Launching a New Beginning	Bridges: cpt 3, 4, 5, 6 Moodle articles	Assessment posting due
Week 9		e-class - Resistance to Change <i>Moodle discussion forum</i>	Bridges: cpt 5, 6 Moodle articles	Discussion Forum
Week 10		<i>Quiz #2</i> <i>Assignment #3 Briefing</i>		
Week 11		<i>Assignment #3 preparation</i>	Kotter, Bridges, Devane	
Week 12		Mandatory attendance <i>Assignment #3 Due – presentations</i>		
Week 13		Mandatory attendance - <i>Assignment #3 Due - presentations</i> Course Summary		
Week 14/15		Final Exam Period		

*\*Schedules/Dates: Schedules shown here may change and the exact dates and times for the exams and the quizzes will be announced in class and/or on Moodle.*

**UNIVERSITY POLICIES:**

Capilano University has policies on Academic Appeals (including appeal of final grade), Student Conduct, Cheating and Plagiarism, Academic Probation and other educational issues. These and other policies are available on the University website.

<b>Grading Profile:</b>	A+	90-100	B+	77-79	C+	67-69	D	50-59
	A	85-89	B	73-76	C	63-66	F	49 and below
	A-	80-84	B-	70-72	C-	60-62		

**Emergency procedures:** In the event of an emergency, students must follow the emergency procedures posted in the classrooms.

In addition to the policies of the university, the School of Business has the following policies governing the management of our classes and curriculum.

**SCHOOL OF BUSINESS POLICIES:**

**Attendance:** Regular attendance and punctuality are both essential and expected due to the nature and format of the course materials.

**Professional Behaviour:** Students must demonstrate a professional attitude and behaviour toward work, fellow students and their instructors. Each student should demonstrate reliability, respect for and co-operation with colleagues. A willingness to work calmly and courteously under difficult conditions as well as a determination to achieve first-class work while meeting deadlines is necessary in the Business Faculty. Students should have respect for equipment and systems. Students should display a constructive response to criticism.

**English Usage:** All assignments are marked for correct English usage, proofreading and formatting.

**Missed Exams and Quizzes:** Missed exams or quizzes will receive a grade of "0" unless PRIOR arrangements (wherever possible) are made with the instructor. Permission to make up an exam will only be given in extraordinary situations such as illness of the student or the death of a close family member. A doctor's certificate, or other proof supporting the reason for the absence, will be required. For further information, refer the "Examination & Pivotal Presentation Exemption Policy".

**Examination and Pivotal Presentation Exemption Policy** All students are required to appear and write their scheduled mid-term and final examinations, and to produce, by the assigned date, all pivotal presentations, individual and/or group, unless they meet one of the following criteria:

**"Medical Exemption"** will be considered, if:

Within the ten calendar days prior to a mid-term or final examination, or within ten days of a pivotal presentation, a student falls ill or is injured.

**"Falling ill"** is defined as being formally advised by a physician of the need to isolate oneself for the purpose of preventing communication of disease or infection to others; being advised by a physician of compromised immunity that requires isolating oneself from contact with others to prevent communication of disease or infection to themselves, or; being in a physical state of health which so compromises a student's ability to function, physically or cogitatively, during the ten days prior to the examination or presentation date.

**"Injury"**, for the purpose of Exemption, is defined as sudden, unanticipated physical harm that renders the applicant physically incapable of attending campus or, in such physical distress that the student is specifically advised by their physician to abstain from appearing at their examination or presentation. Students who are prescribed medication(s) to treat their injury and who believe that the medication(s) may be impairing their ability to successfully prepare for or write their examination or presentation may provide written evidence of their concerns as verified by their physician.

**"Catastrophic Personal Loss Exemption"** will be considered, if:

Events occur in the student's life that are of such scope as to sufficiently distract a student from the examination or presentation preparation period, or from appearing at or adequately focusing on, the scheduled examination or presentation itself. This could include; loss of housing due to eviction, flood or fire; or death of an immediate family member \* (defined as a

sibling, parent or grandparent, child, partner or spouse, parent or step-parent, aunt, uncle, niece, or nephew and first cousins.) Immediate family member does not include general acquaintances. Circumstances that may qualify as a personal loss could also include an immediate family member being diagnosed with a significantly life-altering or life-threatening illness or injury.

In all of the above scenarios, a physician's letter or other specifically requested documentation must be provided to satisfy the Instructor as to the validity of the claim, and must be provided within ten calendar days prior to the date of the exam or presentation. If an instructor agrees with the request for Exemption, the request for must be presented by the instructor to their Unit Convenor for consideration and his/her approval. No request for Exemption will be considered approved by virtue of submission, and will remain as merely "under consideration" until approved or rejected by the Unit Convenor. A student applying for an exemption for a specific section which is instructed by the Unit Convenor will have their application reviewed by the Vice-Chair or Chair of the School of Business.

Any student who applies for and receives an Exemption will be assigned a Future Examination or Presentation Date: this date is non-negotiable. Failure to appear on/at the single date and time assigned by the instructor will result in an automatic "0" grade for that exam or assignment. This "0" grade may not be appealed or contested, and will not be changed.

***Copyright Policy:***

Students are expected to familiarize themselves with and abide by the University's Copyright Policy. The University's Copyright Policy is published in the University website.

***Cheating and Plagiarism:***

Cheating is an act of deceit, fraud, distortion of the truth, or improper use of another person's effort to obtain an academic advantage. Cheating includes permitting another person to use one's work as their own. Plagiarism is the presentation of another person's work or ideas as if they were one's own. Plagiarism is both dishonest and a rejection of the principles of scholarship. Information about how to avoid plagiarism by proper documentation of sources is available in the Writing Centre and is published on the University website in the University Policies page.

***Penalties for Cheating and Plagiarism:***

A grade of '0' for an examination, quiz or assignment or 'F' for the course may be assigned if cheating or plagiarism has taken place. First incidents deemed by the instructor to be particularly serious or second or subsequent incidents of cheating and plagiarism will be dealt with under the provisions of the University Policy on Cheating and Plagiarism (see the University website). All students should familiarize themselves with the University Policy on Cheating and Plagiarism as such behaviour can result in suspension from the University.

***Incomplete Grades:***

Incomplete grades will not be given unless special arrangements have been made with the instructor prior to the date set by University Administration.

**COURSE LEVEL POLICIES:**

In addition to Capilano University and the School of Business policies, the following policies govern the management of this course and its curriculum.

***Assignments:***

Assignments are due at the **start of class** on the specified due date unless otherwise advised by the instructor. Late assignments will only be accepted if prior approval for a late submission has been given by the instructor and a deduction will apply at the instructor's discretion.

***Programmable Tools:***

The use of programmable items such as calculators, dictionaries, etc. is forbidden during tests, quizzes, and exams. Cell phones are not to be brought into any test, quiz or exam.