



COURSE OUTLINE		
TERM: Fall 2026	COURSE NO: BADM 466	
INSTRUCTOR:	COURSE TITLE: Managing Change	
OFFICE: LOCAL: E-MAIL: @capilanou.ca	SECTION NO(S):	CREDITS: 3.0
OFFICE HOURS:		
COURSE WEBSITE:		

Capilano University is named after Chief Joe Capilano (1854–1910), an important leader of the Skwxwú7mesh (Squamish) Nation of the Coast Salish Peoples. We respectfully acknowledge that our campuses are located on the unceded territories of the səliłwətał (Tsleil-Waututh), shísháłh (Sechelt), Skwxwú7mesh (Squamish), and xʷməθkʷəy̓əm (Musqueam) Nations.

#### **COURSE FORMAT**

Three hours of class time, plus an additional hour delivered through online or other activities for a 15-week semester. The course includes a work-integrated learning (WIL) component: [Community and Industry Research & Project](#). Students will work on an industry project in which they will apply course concepts to a real-world challenge by collaborating with an industry partner/s, conducting research, and delivering practical solutions.

#### **COURSE PREREQUISITES**

75 credits of 100-level or higher coursework including BADM 202, ENGL 100, and CMNS 152 or 220; OR 3 NABU credits and CMNS 305

#### **CALENDAR DESCRIPTION**

This course presents 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.

#### **COURSE NOTE**

BADM 466 is an approved Experiential course for Cap Core requirements.  
BADM 305 recommended.

#### **REQUIRED TEXTS AND/OR RESOURCES**

Judge, W. (2015). [Focusing on Organizational Change](#). The Saylor Foundation. OR SIMILAR

**COURSE STUDENT LEARNING OUTCOMES**

**On successful completion of this course, students will be able to do the following:**

1. Analyze the forces of change
2. Analyze the nature and significance of various impediments to organizational change (e.g. organization inertia, resistance to change).
3. Apply established and emerging change management models theories, and concepts
4. Create a research-based organizational change plan for a real-world client considering multiple role perspectives

**Students who complete this Experiential course will be able to do the following:**

1. Critically reflect on their progress and development in the context of the course and assess the utility of the acquired knowledge, skills, and values in the learner’s personal, academic, or professional trajectory.
2. Apply the skills and knowledge of a given discipline or professional context, including working collaboratively in both leadership and team roles.

**COURSE CONTENT**

Week	Topic
1	Defining Change and Types of Change
2	Drivers of Change – internal (micro) changes
3	Drivers of Change – external (macro) changes
4	Impact of Change: How habits, culture, and psychology influence change
5	Understanding resistance at individual and organizational levels
6	Introduction of client project and Role of Change Management Consultants
7-9	Using Models & Frameworks for Change: Overview of key change management methodologies
10	Leadership in Change: Leading Self: Adapting personal behaviors to drive change
11	Leadership in Change: Leading Others: Inspiring teams and managing uncertainty - change communication plan
12	Instructor led group preparation of Organizational Change Plan
13	Project Presentations
14-15	Final Assessment

**EVALUATION PROFILE**

Assessment	Percentage	Learning Outcome
Assignments (I)	15	1, 2
Quizzes (I) minimum three	20	1, 2, 3
Change Management Analysis Assignment (I)	20	1, 2, 3
Final Assessment (I)	10	1, 2, 3
Organizational Change Plan (I, T)*	35	4
<b>Total</b>	<b>100</b>	

\*This assignment contains multiple parts – some of which are individual and some of which are team deliverables.

**Assignments (3 x 5%)**

Short individual assessments to build key skills and awareness for managing organizational change.

**Quizzes**

A series of low-stakes quizzes to test understanding of core change management concepts.

**Change Management Analysis (Individual)**

Analyze a recent organizational change using foundational course concepts.

**Organizational Change Plan (Team & Individual)**

Work in teams to develop and present a change management proposal for a real-world client. The project includes:

- **Individual Component:** Submit an initial assessment identifying the client's change-related challenges.
- **Team Component:** Collaborate on a full change plan and deliver a presentation to the client.
- The project is iterative, with feedback and revisions built into the process.

**Final Assessment (Individual)**

A reflective assignment evaluating your learning from the team's change management project.

**GRADING PROFILE**

A+ = 90-100	B+ = 77-79	C+ = 67-69	D = 50-59
A = 85-89	B = 73-76	C = 63-66	F = 0-49
A- = 80-84	B- = 70-72	C- = 60-62	

**Incomplete Grades**

Grades of Incomplete "I" are assigned only in exceptional circumstances when a student requests extra time to complete their coursework. Such agreements are made only at the request of the student, who is responsible to determine from the instructor the outstanding requirements of the course.

**Late Assignments**

Assignments are due at the beginning of the class on the due date listed. If you anticipate handing in an assignment late, please consult with your instructor beforehand.

**Missed Exams/Quizzes/Labs etc.**

Make-up exams, quizzes and/or tests are given at the discretion of the instructor. They are generally given only in medical emergencies or severe personal crises. Some missed labs or other activities may not be able to be accommodated. Please consult with your instructor.

\*\*\* Accommodations can be made to honour community needs and traditional practices.

**Attendance**

Students are expected to attend all classes and associated activities.

**English Usage**

Students are expected to proofread all written work for any grammatical, spelling and stylistic errors. Instructors may deduct marks for incorrect grammar and spelling in written assignments.

**Electronic Devices**

Students may use electronic devices during class for note taking only.

**On-line Communication**

Outside of the classroom, instructors will (if necessary) communicate with students using either their official Capilano University email or eLearn; please check both regularly. Official communication between Capilano University and students is delivered to students' Capilano University email addresses only.

**UNIVERSITY OPERATIONAL DETAILS****Tools for Success**

Many services are available to support student success for Capilano University students. A central navigation point for all services can be found at: <https://www.capilanou.ca/student-services/>

**Capilano University Security: download the [CapU Mobile Safety App](#)**

**Policy Statement (S2009-06)**

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

**Academic Integrity (S2017-05)**

Any instance of academic dishonesty or breach of the standards of academic integrity is serious and students will be held accountable for their actions, whether acting alone or in a group. See policy and procedures S2017-05 Academic Integrity for more information:

<https://www.capilanou.ca/about-capu/governance/policies/>

Violations of academic integrity, including dishonesty in assignments, examinations, or other academic performances, are prohibited and will be handled in accordance with the Student Academic Integrity Procedures.

**Academic dishonesty** is any act that breaches one or more of the principles of academic integrity. Acts of academic dishonesty may include but are not limited to the following types:

**Cheating:** Using or providing unauthorized aids, assistance or materials while preparing or completing assessments, or when completing practical work (in clinical, practicum, or lab settings), including but not limited to the following:

- Copying or attempting to copy the work of another during an assessment;
- Communicating work to another student during an examination;
- Using unauthorized aids, notes, or electronic devices or means during an examination;

- Unauthorized possession of an assessment or answer key; and/or,
- Submitting of a substantially similar assessment by two or more students, except in the case where such submission is specifically authorized by the instructor.

**Fraud:** Creation or use of falsified documents.

**Misuse or misrepresentation of sources:** Presenting source material in such a way as to distort its original purpose or implication(s); misattributing words, ideas, etc. to someone other than the original source; misrepresenting or manipulating research findings or data; and/or suppressing aspects of findings or data in order to present conclusions in a light other than the research, taken as a whole, would support.

**Plagiarism:** Presenting or submitting, as one's own work, the research, words, ideas, artistic imagery, arguments, calculations, illustrations, or diagrams of another person or persons without explicit or accurate citation or credit.

**Self-Plagiarism:** Submitting one's own work for credit in more than one course without the permission of the instructors, or re-submitting work, in whole or in part, for which credit has already been granted without permission of the instructors.

**Prohibited Conduct:** The following are examples of other conduct specifically prohibited:

- Taking unauthorized possession of the work of another student (for example, intercepting and removing such work from a photocopier or printer, or collecting the graded work of another student from a stack of papers);
- Falsifying one's own and/or other students' attendance in a course;
- Impersonating or allowing the impersonation of an individual;
- Modifying a graded assessment then submitting it for re-grading; or,
- Assisting or attempting to assist another person to commit any breach of academic integrity.

### **Sexual Violence and Misconduct**

All Members of the University Community have the right to work, teach and study in an environment that is free from all forms of sexual violence and misconduct. Policy B401 defines sexual assault as follows:

Sexual assault is any form of sexual contact that occurs without ongoing and freely given consent, including the threat of sexual contact without consent. Sexual assault can be committed by a stranger, someone known to the survivor or an intimate partner.

Safety and security at the University are a priority and any form of sexual violence and misconduct will not be tolerated or condoned. The University expects all Students and Members of the University Community to abide by all laws and University policies, including B.401 Sexual Violence

Policy and B.401.1 Sexual Violence Procedure (found on Policy page <https://www.capilanou.ca/about-capu/governance/policies/>)

**Emergencies:** Students are expected to familiarise themselves with the emergency policies where appropriate and the emergency procedures posted on the wall of the classroom.