



COURSE SYLLABUS

Course: **MGMT 4263 Organizational Change and Development**

Prerequisite: WCOB 2033 or MGMT 3563

Course Description:

T.F. Cawsey, G. Deszca, and Ingols (2012) inform us that organizational change refers to planned alterations of organizational components to improve the effectiveness of the organization. Organizational components are the organizational mission and vision, strategy, goals, structure, processes or systems, technology, and people in an organization. When organizations enhance their effectiveness, they increase their ability to generate value for those they serve. The focus of this course will be on the particular methodologies, tools and concepts associated with organizational change. This course has been designed to introduce the concepts of change theory and its association with change application and practice.

Value of the Course:

It has been stated that “The only thing that is constant today is change”. We live in a constantly changing world. However, it appears that the more comfortable, compatible, and functional you are with change, the greater your potential for being successful in our ever changing world.

Throughout the semester, I will encourage you to:

- be aware but not inflexible of your beliefs and reactions to change,
- understand your strengths and weaknesses and areas needing improvement when faced with change,
- observe and evaluate the potential opportunities, academically, personally, and professionally when things change around you, and
- foster an enthusiasm for change, and experience it’s positive outcomes constantly.

Course Objectives:

Upon completion of this course, you will be able to:

1. Identify, explain, and analyze the different types of organizational change and the requirements for being a change agent.
2. Describe change theories and demonstrate the ability to apply the theories to specific organizational changes.
3. Write a basic organizational change plan.
4. Explain and illustrate the rationalizations and biases that impede successful change within organizations.
5. Identify the specific sources of data that are required to manage change.
6. Think, write, and speak about change management topics and how to apply them to organizational issues.

Textbook:

The textbook for this course is *Organizational Change: An Action-Oriented Toolkit* by Cawsey, Deszca and Ingols (Sage Publishing, 2012). You are expected to read each assigned chapter before the scheduled discussion for that chapter. Case studies and supplementary reading materials may also be assigned.

Coursework and Grading:

Please refer to the course calendar which is a part of the official syllabus for the detailed class plan. Below is an over view of assignments, due dates, and point values.

Attendance Policy:

Because this is an interactive class, learning depends on attendance. Attendance at all class meetings is expected and attendance will be taken. In addition, each student that attends class can receive as much as 5 points per day.

The breakdown for the points will be one (1) points for attendance and (4) points for participation. The Attendance Policy can yield an additional 125 points for the semester.

Assignments		Due	Points
Chapter Quick Quiz	Potential- 15x5= 375	every Thursday	375
Mid-Term – Exam.	Written Test - first 7 chapters	Oct. 11	250
Group Presentation (Technology, Visuals, Narrative, Document)		Dec. 06	300
Total Points Possible for Assignments			925

Attendance	Points
15 classes @ potential of 5 points each	75
Total Points Possible for Course	1000

Points	Grade
900-1000	A
800-899	B
700-799	C
600-699	D
below 600	F

Personal and Academic Integrity:

“As a core part of its mission, the University of Arkansas provides students with the opportunity to further their educational goals through programs of study and research in an environment that promotes freedom of inquiry and academic responsibility. Accomplishing this mission is only possible when intellectual honesty and individual integrity prevail.”

“Each University of Arkansas student is required to be familiar with and abide by the University’s ‘Academic Integrity Policy’ which may be found at <http://provost.uark.edu/>. Students with questions about how these policies apply to a particular course or assignment should immediately contact their instructor.” Further explanation of the policy is available here: <http://youtu.be/v6RFoumit7cInclement Weather Policy>

If class is cancelled due to inclement weather, an announcement will be posted on the U of A website. Please check the Website to determine if that day’s class has been canceled. If the University of Arkansas officially closes then classes will be canceled.

Accommodations for Students with Disabilities:

Students are responsible for requesting accommodations from the Center for Students with Disabilities (CSD), *according to their procedures and policies*. It is the policy of the Walton College of Business that students must also request accommodations from their instructor. To verify the eligibility of the student, students are expected to show their CSD identification card to the instructor when they *first* request accommodation.

Changes to the Syllabus:

A syllabus is a tool to help you plan your time. Every effort is made to make the syllabus as complete as possible, but there may be occasions when changes are required, including changes in the grading components. The instructor will announce any deviations from this syllabus in class.

Assignments:

Aug. 21 - Aug. 23	Introduction to Organizational Change	
Aug. 28 - Aug. 30	Changing Organizations in our Complex World	Chapter -01 - p.01
Sept. 04 - Sept. 06	Change Frameworks for Organizational Diagnosis: "How" to Change	Chapter -02 – p.39
Sept. 11 -Sept. 13	Change Frameworks for Organizational Diagnosis: "WHAT" to Change	Chapter -03 - p.61
Sept. 18 -Sept. 20	Building and Energizing the Need for Change	Chapter -04 - p.97
Sept. 25 -Sept. 27	Navigating Change Through Formal Structures and Systems.	Chapter - 05 – p.145
Oct. 02 – Oct. 04	Navigating the Informal Organization: Power and Culture.	Chapter -06 – p.181
Oct. 09 – Oct. 11	Managing Recipients of Change and Influencing Internal Stakeholders.	Chapter -07 – p.211
Oct. 16 – Oct. 18	Becoming a Master Change Agent.	Chapter -08 – p-257
Oct. 23 – Oct. 25	Action Planning and Implementation	Chapter 09 – p.299
Oct. 30 Nov. 01	Measuring Change: Designing Effective Control Systems.	Chapter- 10 – p. 343
Nov. 06 – Nov. 08	Summary Thoughts on Organizational Change	Chapter -11 – p. 375
Nov. 13 – Nov. 15	Case Study 1- Radio Station WEAA: Leading in a Challenging Situation	Case Study - 1 - p. 399
Nov. 20 – Nov. 22	Case Study 2- FOX Relocation Management Corp.	Case Study - 2 - p.409
Nov. 27 – Nov. 29	Case Study 3 - Travelink Solutions	Case Study - 3 – p. 425
Nov. 27 – Nov. 29	Case Study 4- Ellen Zane – Leading Change at Tufts/NEMC	Case Study – 4 - p.439