

BUS 620 – Managing Change

Instructor: Donald Earl - 402-304-0075 Donald.earl@doane.edu

Course Description

A course examining the processes of innovation and transformation as leadership activities that focus on planned, purposeful, and consciously directed change. Students develop the confidence to act as initiators of change and the ability to envision and choose effective paths of change. Through exploration of theories of change, technology, organizational behavior, and human behavior, students develop skills and knowledge that enable them to respond creatively and effectively to a diverse range of situations and minimize the organizational and human stress created by a change effort.

Textbook and Materials

Required: Burke, W. W. (2018) *Organization change: Theory and practice*, 5th Ed., Thousand Oaks, CA: SAGE Publication, Inc.

*Note: I have searched, and I assure you the school bookstore VERY competitive on the cost of purchase for this text. If you decide to purchase from another source, ensure you order in time for start of class.

Additional readings may be assigned throughout the term.

Learning Objectives

At the completion of this course students will be able to:

- Develop comprehension of best practices in understanding organizational theory and leading change
- Discuss concepts of organizational theory and their implications
- Develop approaches and techniques for conflict resolution
- Compare and show linkages between practical experiences and the theories and strategies of organizational change
- Explain principles of leading change, planning change, resistance to change, communicating change, and organizational and individual mandates for change

Requirements

Attendance Policy

You should plan to work on this course every day. This means that you absolutely must have a reliable and consistent internet connection throughout the duration of the course. This also strongly suggests that you should not plan to take any vacations during this course if unable to complete your assignments. This is a condensed, fast-paced, course and it would be extremely difficult to catch up after a prolonged absence.

Online Course

This is an online course and therefore there will not be any face-to-face class sessions. All assignments and course interactions will utilize internet technologies.

Computer Requirements

This course requires that you have access to a computer that can access the internet. You will need to have access to, and be able to use, the following software packages:

- A web browser (Chrome or Mozilla Firefox)
- Adobe Acrobat Reader (free)
- Adobe Flash Player (free)
- Microsoft Word

You are responsible for having a reliable computer and internet connection throughout the course. Your computer should come with a camera and/or you need to have a camera on your phone (for self-introductions, presentations, digital meetings, and other activities).

Email and Internet

You must have an active Doane University e-mail account and access to the Internet. *All instructor correspondence will be sent to your Doane University e-mail account.* Please plan on checking your Doane Gmail account regularly for course related messages.

This course uses Blackboard for the facilitation of communications between faculty and students, submission of assignments, and posting of grades. The Blackboard Course Site can be accessed at <http://bb2.doane.edu>

Campus Network or Blackboard Outage

When access to Blackboard is not available for an extended period of time (greater than one entire evening - 6pm till 11pm) you can reasonably expect that the due date for assignments will be changed to the next day (assignment still due by midnight).

Attendance/Participation

Preparation for class means reading the assigned readings & reviewing all information required for that week. *Attendance* in an online course means logging into the Blackboard and on a regular basis and *participating* in the all of activities that are posted in the course.

Studying and Preparation Time

The course requires you to spend time preparing and completing assignments. A three-credit

course requires 144 hours of student work. Therefore, expect to spend approximately 18 hours a week preparing for and actively participating in this 8-week course.

Late or Missed Assignments

ALL assignments must be finished and turned in to complete the course. Late assignments will receive a grade of '0' but feedback will be provided.

Rewrites

Students may not submit their assignments ahead of their due date for review by the instructor.

Submitting Assignments

All assignments, unless otherwise announced by the instructor, **MUST** be submitted via Blackboard. Each assignment will have a designated place to submit the assignment.

Drop and Add dates

If you feel it is necessary to withdraw from the course, please contact your advisor for full details on the types of withdrawals that are available and their procedures.

Subject to change notice

All material, assignments, and deadlines are subject to change with prior notice. It is your responsibility to stay in touch with your instructor, review the course site regularly, or communicate with other students, to adjust as needed if assignments or due dates change.

Academic Integrity

Doane University expects and requires all its students to act with honesty and integrity, and respect the rights of others in carrying out all academic assignments. Academic dishonesty, the act of knowingly and willingly attempting or assisting others to gain academic success by dishonest means, is manifested in various measures. Gehring, et al, (1986) suggests that four categories of academic dishonesty exist¹:

- a. Cheating
- b. Fabrication
- c. Facilitating academic dishonesty
- d. Plagiarism

For more information on academic integrity, please visit the website:

<http://catalog.doane.edu/content.php?catoid=4&navoid=191>

Course Grading

Grades, Grading Scale, Feedback

Assignment of letter grades is based on a percentage of points earned. The letter grade will correspond with the following percentages achieved. All course requirements must be completed before a grade is assigned.

A	100 – 90
B	89 – 80

See the requirements for the specific Assignments on Blackboard.

Grade weights

Quizzes	25%
Tests	25%
Forums & Journals	25%
Papers	25%

All forum postings and comments **MUST** be in the posting environment and **NOT** an attachment.

Assignments may include, but are not limited to, *weekly quizzes over assigned chapters, current event assignments, reflection journals, group and team discussion forum activities, as well as a series of short papers leading to a final project.*

Use only peer-reviewed journal articles, related text books, and Websites related to professional organizations (ACA, APA, AMHCA, etc..) for your references. Any assignments submitted electronically must be a MS Word document **ONLY** as an attachment.

Feedback: Please allow 3-5 days for feedback on assignments. This timeframe is dependent upon the level of detail that I provide and the number of students in the course. I expect you to read my feedback and make changes if needed. If you do not know how to look at feedback using the My Grades tool in Blackboard, please notify me immediately.

How to Succeed in this Course

- Check your Doane email regularly
- Log in to the course web site daily
- Communicate with your instructor
- Create a study schedule so that you don't fall behind on assignments

Accessibility Statement

In compliance with the Rehabilitation Act of 1973, Section 504, and the Americans with Disabilities Act of 1990, professional disability specialists and support staff at Doane University facilitate a comprehensive range of academic support services and accommodations for qualified students with disabilities. Doane University staff coordinate transition from high schools and community colleges, in-service training for faculty and staff, resolution of accessibility issues, community outreach, and collaboration between all Doane University regarding disability policies, procedures, and accommodations.

Student Conduct Statement

Students are required to adhere to the behavior standards listed in **Doane University Policy Manual**

Appropriate classroom behavior is defined by the instructor. This includes the number and length of individual messages online. Course discussion messages should remain focused on the assigned discussion topics. Students must maintain a cordial atmosphere and use tact in expressing differences of opinion. Inappropriate discussion board messages may be deleted if an instructor feels it is necessary. Students will be notified privately that their posting was inappropriate.

Student access to the course Send Email feature may be limited or removed if an instructor feels that students are sending inappropriate electronic messages to other students in the course.

Technical Support Contact Information

For technical assistance 24 hours a day, 7 days a week, please contact the Doane University Technology Office Help Desk:

Phone: 402-826-8411

Email: helpdesk@doane.edu

Web: <http://www.doane.edu>

Syllabus Disclaimer

The instructor views the course syllabus as an educational contract between the instructor and students. Every effort will be made to avoid changing the course schedule but the possibility exists that unforeseen events will make syllabus changes necessary. The instructor reserves the right to make changes to the syllabus as deemed necessary. Students will be notified in a timely manner of any syllabus changes face-to-face, via email or in the course site Announcements. Please remember to check your Doane University email and the course Announcements often.

Communicating with the Instructor

This course uses a “three before me” policy in regard to student to faculty communications. When questions arise during the course of this class, please remember to check these three sources for an answer before asking me to reply to your individual questions:

1. Course syllabus
2. Announcements in Blackboard
3. The “Water Cooler” discussion board

This policy will help you in potentially identifying answers before I can get back to you and it also helps your instructor from answering similar questions or concerns multiple times.

If you cannot find an answer to your question, please first post your question to the “Water Cooler” discussion board. Here your question can be answered to the benefit of all students by either your fellow students who know the answer to your question or the instructor. You are encouraged to answer questions from other students in the discussion forum when you know the answer to a question in order to help provide timely assistance.

If you have questions of a personal nature such as relating a personal emergency, questioning a grade on an assignment, or something else that needs to be communicated privately, you are welcome to contact me via email or phone. My preference is that you will try to email me first. Please allow 24 hours for me to respond to emails Monday-Friday and 48 hours on the weekend.

If you have a question about the technology being used in the course, please contact the Doane University Help Desk for assistance (contact information is listed below).

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NOTE: It is expected that all readings will be completed BEFORE each week’s class.

	READINGS
Week 1	Chapter 1. Sources for Understanding Organization Change Chapter 2. Rethinking Organization Change
Week 2	Chapter 3. A Brief History of Organization Change Chapter 4. Theoretical Foundations of Organizations and Organization Change
Week 3	Chapter 5. The Nature of Organization Change Chapter 6. Levels of Organization Change: Individual, Group, and Larger System
Week 4	Chapter 7. Organization Change: Research and Theory Chapter 8. Conceptual Models for Understanding Organization Change
Week 5	Chapter 9. Integrated Models for Understanding Organizations and for Leading and Managing Change Chapter 10. The Burke–Litwin Causal Model of Organization Performance and Change
Week 6	Chapter 11. Organizational Culture Change Chapter 12. Understanding and Working with Loosely Coupled Systems Chapter 13. Health Care and Government Organizations
Week 7	Chapter 14. Transformational Leadership Chapter 15. Leading Organization Change
Week 8	Chapter 16. Organization Change: Summary and Integration Chapter 17. Organization Change: What We Need to Know