



DOANE UNIVERSITY

Course Syllabus

Course Information

BUS 620
Managing Change
19WINII (Jan 14 – Mar 10)
3 Credit Hours

Instructor Information

Debbie Austin
Doane University

Contact Information

Debbie.austin@doane.edu

Communicating With the Instructor

This course uses a “three before me” policy in regards 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 Q & A 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 Q & A 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: debra.austin@doane.edu or phone: (503)-207-5727. 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).

Course Catalog 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.

Course Prerequisites

n/a

Course Textbook and Materials

Required

Textbook: Patrick Dawson, & Costas Andriopoulos. (2017). *Managing Change, Creativity and Innovation*. London: SAGE Publications Ltd.
(\$14 to rent on Amazon, \$35 to purchase paperback)

Learning Objectives

Course Objectives

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

1. Select change theories as they relate to the organization
2. Design leadership activities required to enact sustainable change
3. Summarize innovative change processes relevant to today's organizations
4. Predict human behaviors related to change in organizations
5. Develop plans for executing effective change in an organization

| Week | Course Objectives | Topic and Module Objectives | Activity/Assessment | Technology |
|-------------|--------------------------|---|--|---|
| Week 1 | 1,2,3,4,5 | Change in Business Today 1. Explain why change is necessary in business (1,3,5) 2. Identify key triggers to organizational change (1,3,4,5) 3. Evaluate the complexities and process needs of change (1,2,3,4,5) | Self Introductions Discussion Triggers for Change Discussion Product Innovation Journal | Flipgrid Bb Discussion Tool Bb Journal Tool |
| Week 2 | 1,2,3,4,5 | History and Theories of Change Management 1. Determine the significance of history in the context of organization change today (1,3) 2. Discuss theories of organizational change (1) 3. Summarize approaches to organizational change (1,3,4,5) | Share Your Change Initiative Discussion Change Debate Discussion Personal Change History Journal | Bb Discussion Tool Bb Journal Tool |
| Week 3 | 2,3,4,5 | Change Management Practice 1. Determine human dimensions of change such as communication and resistance (2,3,4,5) 2. Evaluate change management practices (2,3,5) 3. Identify change failures and successes (2,3,5) | Successful Companies Discussion Change Failure Journal Final Part 1: Company and Industry | Bb Discussion Tool Bb Journal Tool |

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|--------|---------|--|--|--|
| Week 4 | 2,3,4,5 | <p>Change Management Frameworks</p> <ol style="list-style-type: none"> 1. Evaluate frameworks for change management (2,3,5) 2. Develop a plan for change using conventional frameworks for managing change (2,3,5) 3. Research new developments in change management (2,3,4,5) | <p>Change Models Discussion</p> <p>Change Champions Journal</p> | <p>Bb Discussion Tool</p> <p>Bb Journal Tool</p> |
| Week 5 | 2,3,4,5 | <p>Creativity in Change</p> <ol style="list-style-type: none"> 1. Identify factors that are driving creativity in the change culture within business today (3,5) 2. Discuss change management practice and forms of organization as they relates to more agile organizations today (2,3,4,5) | <p>Creativity and Competitiveness Discussion</p> <p>Change Creativity Journal</p> <p>Final Part 2: Change Initiative</p> | <p>Bb Discussion Tool</p> <p>Bb Journal Tool</p> |
| Week 6 | 2,3,4,5 | <p>Individuals and Teams</p> <ol style="list-style-type: none"> 1. Describe factors of individual readiness for organizational change (3,4,5) 2. Evaluate the evolution and value of teams in organizations (2,4,5) 3. Analyze team-building and problem-solving techniques (2,4,5) | <p>Team Challenges Discussion</p> <p>Change Motivation Journal</p> | <p>Bb Discussion Tool</p> <p>Bb Journal Tool</p> |

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|--------|-------|---|--|--|
| Week 7 | 2,4,5 | <p>Leaders for Change</p> <ol style="list-style-type: none"> 1. Describe characteristics and traits of good leaders (2) 2. Model a leadership approach that encourages change creativity and innovation (2,4,5) | <p>Leadership Style Discussion</p> <p>Change Leadership Journal</p> <p>Final Part 3: Change Plan</p> | <p>Bb Discussion Tool</p> <p>Bb Journal Tool</p> |
| Week 8 | 1,3,5 | <p>Change Culture</p> <ol style="list-style-type: none"> 1. Identify characteristics of an organizational culture that promote creativity and innovation (1,3,5) 2. Analyze challenges present in changing organizational culture (1,3,5) | <p>Organizational Culture Discussion</p> <p>Change Values Journal</p> <p>Final Part 4: Critical Assessment</p> | <p>Bb Discussion Tool</p> <p>Bb Journal Tool</p> |

Course Requirements

Attendance Policy

You should plan to work on this course everyday. This means that you must have a reliable and consistent internet connection throughout the duration of the course. 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

Minimum computer requirements for the successful use of Blackboard:

http://www.doane.edu/about-doane/offices/its/help-and-support#min_requirements

Minimum computer requirements for success in this course:

- Reliable computer and internet connection
- A web browser (Chrome or Mozilla Firefox)
- Adobe Acrobat Reader (free)
- Adobe Flash Player (free)
- Word processing software—Microsoft Word or Google Docs
- Webcam and mic

You are responsible for having a reliable computer and internet connection throughout the course.

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 by the last day of the course. Late assignments will be accepted up to three days past the due date and will receive a 10% discount for each day it is late. All discussions must be submitted within the week of the discussion in order to be eligible for credit.

Incompletes

Federal requirements state that students must complete 75% of the course work to be eligible to receive an incomplete for the course. If students fall more than two weeks behind, they cannot meet this requirement.

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 defined in four categories:

- a. Cheating - "Intentionally using or attempting to use unauthorized information or study aids in an academic exercise."
- b. Fabrication - "Intentional and unauthorized falsification of invention or any information or citation in an academic exercise."
- c. Facilitating Academic Dishonesty - "Intentionally or knowingly helping or attempting to help another to commit an act of dishonesty," and/or coercing others to do the same.
- d. Plagiarism - "Intentionally or knowingly representing the words or ideas of another as one's own in any academic exercise," in both oral and written projects.

Gehring, D., Nuss, E.M., & Pavela, G. (1986). Issues and perspectives on academic integrity. Columbus, OH: National Association of Student Personnel Administrators

For more information on the sanctions for academic dishonesty, please visit the website:

<https://catalog.doane.edu/content.php?catoid=16&navoid=1333>

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 |
| C | 79 – 70 |
| D | 69 – 60 |
| F | 59 and below |

| Week | Discussion | Journal | Final | Total |
|--------------|------------|------------|------------|-------------|
| Week 1 | 40 | 35 | | |
| Week 2 | 80 | 35 | | |
| Week 3 | 40 | 35 | 60 | |
| Week 4 | 40 | 35 | | |
| Week 5 | 40 | 35 | 100 | |
| Week 6 | 40 | 35 | | |
| Week 7 | 40 | 35 | 100 | |
| Week 8 | 40 | 35 | 100 | |
| Total | 360 | 280 | 360 | 1000 |

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 student transitions from high schools and community colleges, conduct in-service training for faculty and staff, enable the resolution of accessibility issues, conduct community outreach, and facilitate collaboration among Doane University staff on disability policies, procedures, and accommodations.

Accessibility Services

Doane University Access/Services for Students with Disabilities

<http://www.doane.edu/disability-services>

Contact Person: Chris Brady Phone: 402.467.9031 Email: chris.brady@doane.edu

Self-Identification Form: <https://www.doane.edu/student-disability-identification-form>

Academic Support

Contact Person: Tere Francis Phone: 402.466.4774 Email: terese.francis@doane.edu

<https://www.doane.edu/graduate-and-adult/academic-support>

Student Services

<http://www.doane.edu/gps/student-services>

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>

Instructional Technology Accessibility and Privacy Policies

<http://www.doane.edu/instructional-design-services/policies>

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 site Announcements often.