INSTRUCTOR: Dr. Angela Workman-Stark
CLASS TIME: Mondays, 6:05 pm – 8:55 pm
CLASSROOM University Centre 376
OFFICE: DT 919
OFFICE HOURS: Mondays 5:00 – 6:00 pm, or by appointment
COURSE WEB PAGE: www.carleton.ca/culearn " BUSI 4105 A
E-MAIL: angela_workmanstark@carleton.ca

COURSE PREREQUISITES:
Prerequisite(s): third-year standing and BUSI 2101 with a grade of C- or higher.
The School of Business enforces all prerequisites.

COURSE DESCRIPTION
Change is an integral aspect of organizational life. The ability to effectively manage change is a
distinguishing characteristic of successful leaders and organizations. This course focuses on the
knowledge and skills that are required to be an effective change agent.

Specifically, we will examine several important theoretical bases for organizational change, in order
to gain a better understanding of what constitutes successful and enduring change. We will also
consider how to enhance our personal capabilities to lead and implement change.

COURSE MATERIALS
Students are responsible for acquiring the following course materials: course-pack from Harvard,
and journal articles. The total cost of the material you need to purchase for the 12 week course is
approximately $. How to get these documents and the approximate costs are listed below.

Coursepack from HBR: This course pack includes the following: article by Pfeffer and Sutton (in
readings), individual case study (in readings) and the simulation we will be doing (Power and
Influence - Spectrum Sunglass Case). Harvard indicated that this coursepack will cost $20.40. You
can get the coursepack by clicking on the following link and following directions:

http://cb.hbsp.harvard.edu/cb/access/20236822

Harvard provides the following caution on the Simulation: "This course-pack includes a multi-
scenario simulation. Students will only appear in the simulation roster after they visit the
coursepack link and acquire the course materials." You will not have access to any material
associated with the simulation until after you have acquired the coursepack. I will have access to
who has purchased the coursepack and when they made the acquisition.
Journal articles, as listed on the course outline, are available online through the library (you must be on campus or have a library PIN). To find articles:
- Search the library database for the Journal Title
- Click on the Journal database
- Click on the relevant year, volume and issue
- Browse for the article

CELLULAR PHONES
The use of cellular phones IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry a phone to class, please make sure it is turned off or on silent mode.

COMMUNICATION
Information on weekly assignments and other general information will be communicated during class on a regular basis. However, weekly readings, critical additional information, updates about the class and details regarding upcoming assignments will be posted to the course webpage at www.carleton.ca/culearn. It is your responsibility to visit CuLearn regularly.

COURSE GRADING

<table>
<thead>
<tr>
<th>Item</th>
<th>Percentage grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class participation</td>
<td>10%</td>
</tr>
<tr>
<td>Individual change simulation</td>
<td>25%</td>
</tr>
<tr>
<td>Individual change case</td>
<td>30%</td>
</tr>
<tr>
<td>Group project and presentation</td>
<td>35%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
</tr>
</tbody>
</table>

COURSEWORK

Individual component

Class participation
Ten percent of the course grade will be contingent upon preparation and participation in the class. Participation is essential to the learning experience. Participation and preparation grades will be based on: attendance, quizzes, assignments, and participation in class activities (e.g., class discussions/group exercises). Students who do their readings prior to class are far better equipped to make meaningful contributions in class.

Change case study
Your case study will consistent of a written report of no more than 6 pages. More details will be provided on the course home page on CuLearn.

Change simulation
You will be required to complete an online change simulation. Additional details will be provided in class.

Group component

Group project
You will be asked to write a case study in which major change has been attempted, using the readings and topics covered in class. The case study should be approximately 10 pages in length (double spaced, standard format). Students are expected to consult a variety of sources that go beyond the text book and lecture materials. Proper referencing of sources is also required (APA format). See CuLearn to understand the criteria for evaluation on assignments.
The final deliverable will consist of the following:

1. a description of the case;
2. identification of the major problems and issues that are evident in the case;
3. interpretation and analysis of the problems/issues using concepts and theories learned in the course; and
4. recommendations to resolve identified problems/issues.

Students are expected to form groups and register the group by Class 3 (via CuLearn). Each group will not exceed 5-7 persons. Each group must ‘sign-up’ the organization of their choice on or before Class 5 (via e-mail to the instructor). The instructor may request that another organization be selected if the same organization has already been selected. Organization choices must be approved by the instructor.

Group case study report is due at the start of class 10.

Presentations will occur in the last two weeks of class and will be approximately 15 minutes in duration. Students are encouraged to use this opportunity to creatively engage their classmates with captivating presentations regarding their project. It is each group’s responsibility to ensure that the case study is a group assignment and not an individual one; the effort is to be distributed evenly though the group. Each member of a group must evaluate the performance/contribution to the group report of all members of the group (including his or herself). A peer-evaluation form will be provided on our course’s CuLearn site during the last week of the course. All evaluations will be kept confidential. These Peer Evaluations will be taken into account when assessing individual contributions to the group projects. Because group projects are outcome-based, all members of the group will generally earn the same grade for the group project report.

Special Notes regarding assignments

- Deadlines are strict. Failure to meet deadlines will result in grade penalties of 15% per day. Assignments more than 7 days (1 week) late will be considered missed.

- The quality of your writing is an important component of effectively presenting your “ideas”. If you need or would like coaching on your writing skills, help is available to you at the writing tutorial service (WTS) at: http://www1.carleton.ca/sasc/writing-tutorial-service/
# TENTATIVE COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week / Dates</th>
<th>Topic/Readings</th>
<th>Assignments</th>
</tr>
</thead>
</table>
| #1 Sept. 9   | Introduction to Change Management  
                   Review of Course Outline |             |
| #2 Sept. 16  | How and Why Organizations Change  
                   An Overview of Change Models |             |
|              | **Readings:**  
| #3 Sept. 23  | Change and Organizational Culture | Group sign-up due |
|              | **Readings:**  
| #4 Sept. 30  | The Challenges of Change |             |
|              | **Readings:**  
| #5 Oct. 7    | Leading Change | Group case study proposal due |
|              | **Readings:**  
<p>| Oct. 14      | Statutory holiday – university closed |             |</p>
<table>
<thead>
<tr>
<th>#</th>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Oct. 21</td>
<td>Web-based simulation</td>
</tr>
</tbody>
</table>
| 7   | Nov. 4    | Simulation debrief  
The Human Side of Change  
**Readings:**  
| 8   | Nov. 11   | Individual Case Study Discussion  
**Case:** Steve Jackson faces resistance to change.  
**Readings:**  
Individual case study due |
| 9   | Nov. 18   | Implementing Change  
**Readings:**  
| 10  | Nov. 25   | Success of Change  
**Readings:**  
| 11  | Dec. 2    | Group presentations                                                  |
| 12  | Dec. 9    | Group presentations                                                  |
CASES and READINGS LIST

Cases:

Readings:


IMPORTANT ADDITIONAL INFORMATION

Group work
The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one. Resources to assist with group assignments may be found at: http://sprott.carleton.ca/wp-content/files/Group-Work-Resources.pdf

Medical certificate
Please note that in all occasions that call for a medical certificate you must use or furnish the information demanded in the standard university form. http://www1.carleton.ca/registrar/forms/

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

<table>
<thead>
<tr>
<th>Letter</th>
<th>Percentage Equivalent</th>
</tr>
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<tbody>
<tr>
<td>A</td>
<td>80-84</td>
</tr>
<tr>
<td>A-</td>
<td>70-72</td>
</tr>
<tr>
<td>B</td>
<td>60-62</td>
</tr>
<tr>
<td>B-</td>
<td>50-52</td>
</tr>
<tr>
<td>C</td>
<td>40-49</td>
</tr>
<tr>
<td>C-</td>
<td>30-39</td>
</tr>
<tr>
<td>D</td>
<td>20-29</td>
</tr>
<tr>
<td>D-</td>
<td>10-19</td>
</tr>
<tr>
<td>F</td>
<td>Below 10</td>
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</tbody>
</table>

Academic Regulations, Accommodations, Plagiarism, Etc.
University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university’s website, here: http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/

Requests for Academic Accommodations

Academic Accommodations for Students with Disabilities
The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your Letter of Accommodation at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (if applicable).
- The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2013 exam period is November 8, 2013 and for the April 2014 exam period is March 7, 2014.

For Religious Obligations:
Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student. Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:
Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

Academic Integrity
Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at [http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/](http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/).

Assistance for Students:
Student Academic Success Centre (SASC): [www.carleton.ca/sasc](http://www.carleton.ca/sasc)
Peer Assisted Study Sessions (PASS): [www.carleton.ca/sasc/peer-assisted-study-sessions](http://www.carleton.ca/sasc/peer-assisted-study-sessions)

Important Information:
- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean’s approval.
- Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, for us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting [https://portal.carleton.ca/](https://portal.carleton.ca/)
### Important Dates & Deadlines – Fall 2013

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept. 1</td>
<td>Last day for receipt of applications from potential fall (November) graduates.</td>
</tr>
<tr>
<td>Sept. 2</td>
<td>Statutory holiday, University closed.</td>
</tr>
<tr>
<td>Sept. 3</td>
<td>Fall term begins. Orientation for teaching assistants.</td>
</tr>
<tr>
<td>Sept. 3/4</td>
<td>Academic Orientation. All students are expected to be on campus. Class and laboratory preparations departmental introductions for students and other academic preparation activities will be held.</td>
</tr>
<tr>
<td>Sept. 5</td>
<td>Fall and fall/winter classes begin.</td>
</tr>
<tr>
<td>Sept. 18</td>
<td>Last day of registration for fall term and fall/winter courses. Last day to change courses or sections (including auditing) for fall/winter and fall term courses.</td>
</tr>
<tr>
<td>Sept. 27-28</td>
<td>Summer deferred final examinations to be written. Summer deferred final examinations to be written.</td>
</tr>
<tr>
<td>Sept. 30</td>
<td>Last day to withdraw from fall term and fall/winter courses with a full fee adjustment.</td>
</tr>
<tr>
<td>Oct. 11</td>
<td>December examination schedule (fall term final and fall/winter mid-terms) available online.</td>
</tr>
<tr>
<td>Oct. 14</td>
<td>Statutory holiday, University closed.</td>
</tr>
<tr>
<td>Oct. 15</td>
<td>Last day for receipt of applications for admission to a degree program for the winter term from applicants whose documents originate from outside Canada or the United States.</td>
</tr>
<tr>
<td>Oct. 28-Nov. 1</td>
<td>Fall break, no classes.</td>
</tr>
<tr>
<td>Nov. 8</td>
<td>Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for December examinations.</td>
</tr>
<tr>
<td>Nov. 15</td>
<td>Last day for receipt of applications for admission to a degree program for the winter term.</td>
</tr>
<tr>
<td>Nov. 25</td>
<td>Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).</td>
</tr>
<tr>
<td>Dec. 1</td>
<td>Last day for receipt of applications from potential winter (February) graduates.</td>
</tr>
<tr>
<td>Dec. 9</td>
<td>Fall term ends. Last day of fall-term classes. Last day for academic withdrawal from fall term courses Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall term courses. Last day for receipt of applications for degree program transfers for winter term.</td>
</tr>
<tr>
<td>Dec. 10</td>
<td>No classes or examinations take place.</td>
</tr>
<tr>
<td>Dec. 11-22</td>
<td>Final examinations in fall term courses and mid-term examinations in fall/winter courses may be held. Examinations are normally held all seven days of the week.</td>
</tr>
<tr>
<td>Dec. 16</td>
<td>Fall Co-op Work Term Reports due. Fall Co-op Work Term Reports due.</td>
</tr>
<tr>
<td>Dec. 22</td>
<td>All take home examinations are due. All take home examinations are due.</td>
</tr>
<tr>
<td>Dec. 25 to Jan. 1</td>
<td>University closed.</td>
</tr>
</tbody>
</table>