

**BUSI 4105 A**  
**Managing Change**  
**Fall 2014**

**INSTRUCTOR:** Donald Hall  
**CLASS TIME:** Wednesdays, 6:05 pm – 8:55 pm  
**CLASSROOM:** SA 402  
**OFFICE HOURS:** by appointment  
**CONTACT:** 613-688-2520 (weekdays, daytime) / donald.hall@carleton.ca

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## DESCRIPTION

**From the 2014-15 Calendar:** 0.5 credit. An overview of current thinking about change management. Topics covered include understanding the forces for and barriers to change, diagnosing the environment around change and implementing change. Prerequisite(s): third-year standing and BUSI 2101 or BUSI 2702 or BUSI 3602 with a grade of C- or higher. Lectures three hours a week.

**Focus:** Change is an integral aspect of organizational life. The ability to effectively manage change is a distinguishing characteristic of successful leaders and organizations. In this course we examine theoretical bases for organizational change and we consider how to enhance our personal capabilities to lead and implement change.

## MATERIALS

**Textbook:** *Switch: How to Change Things When Change Is Hard* by Chip Heath & Dan Heath, Random House Canada, 2010. Available in campus bookstore.

**Journal articles:** The articles included in the outline below have been placed on reserve and are available through *Ares*.

**Simulation (Harvard Business Publishing Course-pack):** The simulation is contained in the HBP BUSI 4105 course-pack, available at:

<https://cb.hbsp.harvard.edu/cbmp/access/28517921>

## COMMUNICATION

Additional class items or instructions are occasionally posted on the course website. Students are sent an e-mail note each time an item is posted. It is up to you bring to class all required items. Students with questions or concerns during the semester are encouraged to make an appointment with the instructor. Meetings with students are typically scheduled immediately before or following class. Students may also phone the instructor during regular business hours. You may also communicate with the instructor by e-mail. When you do so, please send from your Carleton e-mail account and put "BUSI 4105" in the subject line. I will respond to e-mails within 3 to 4 days.

## ASSIGNMENTS AND GRADING

Item	Percentage grade
Class Participation	15%
Change Simulation	20%
Test	15%
Individual Flash Presentation	15%
Group Project	35%

**Class Participation:** Given that this is an advanced course, active participation is considered essential to your learning experience and is therefore an expectation. Unless affected by medical or personal circumstances, students are expected to attend every scheduled class. Your participation mark will be based on your level of involvement in the class and the quality of your contributions. Please come to class having read the assigned articles. Review these materials prior to class so that you are prepared to discuss them, and bring your materials and notes with you to class.

**Change Simulation:** The simulation involves (1) online preparation, (2) class discussion, and (3) a written assignment due the week following the class discussion. You will be assigned to a scenario/role by the instructor.

**Test:** A multiple-choice/true-false/short-answer test will assess your understanding of the material covered during the semester.

**Individual Flash Presentation:** Each student is required to give a 2-minute presentation in class focussing on the future application of what you learned in the course.

**Group Project:** Working in five- or six-person consultant teams, students will undertake consulting projects in real organizations in order to test their understanding of, and apply, effective change management concepts and practices.

### *Note Regarding Assignments*

- The quality of your writing is an important component of effectively presenting your ideas. If you want 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

Week / Date	Topic / Readings	Due
#1 Sept 10	<ul style="list-style-type: none"> <li>▪ <b>Course Introduction</b></li> <li>▪ <i>Readings:</i> <ul style="list-style-type: none"> <li>▪ Ch.1 - <i>Switch</i></li> </ul> </li> </ul>	
#2 Sept 17	<ul style="list-style-type: none"> <li>▪ <b>Appreciative Inquiry</b></li> <li>▪ <i>Readings:</i> <ul style="list-style-type: none"> <li>▪ Roberts et al (2005)</li> <li>▪ Ch. 2 - <i>Switch</i></li> </ul> </li> </ul>	Group Project: Group Membership
#3 Sept 24	<ul style="list-style-type: none"> <li>▪ <b>Overview of Change Models</b></li> <li>▪ <i>Readings:</i> <ul style="list-style-type: none"> <li>▪ Kotter (2007)</li> <li>▪ Beer &amp; Nohria (2000)</li> <li>▪ Kerber &amp; Buono (2005)</li> <li>▪ Schein (1993)</li> </ul> </li> </ul>	
#4 Oct 1	<ul style="list-style-type: none"> <li>▪ <b>Mission &amp; Vision</b></li> <li>▪ <i>Readings:</i> <ul style="list-style-type: none"> <li>▪ Collins &amp; Porras (1996)</li> <li>▪ Ch. 4 - <i>Switch</i></li> </ul> </li> </ul>	Group Project: Draft Letter
#5 Oct 8	<ul style="list-style-type: none"> <li>▪ <b>Structure and Culture</b></li> <li>▪ <i>Readings:</i> <ul style="list-style-type: none"> <li>▪ Schein (1999)</li> </ul> </li> </ul>	
#6 Oct 15	<ul style="list-style-type: none"> <li>▪ <b>Power &amp; Politics</b></li> <li>▪ <i>Readings:</i> <ul style="list-style-type: none"> <li>▪ Langton, Robbins &amp; Judge (2013)</li> </ul> </li> </ul>	
#7 Oct 22	<ul style="list-style-type: none"> <li>▪ <b>The Human Side of Change</b></li> <li>▪ <i>Readings:</i> <ul style="list-style-type: none"> <li>▪ Kegan &amp; Laskow (2001)</li> <li>▪ Ch. 5 - <i>Switch</i></li> </ul> </li> </ul>	
#8 Nov 5	<ul style="list-style-type: none"> <li>▪ <b>Web-based Simulation: Power and Influence - Spectrum Sunglass Company</b></li> </ul>	
#9 Nov 12	<ul style="list-style-type: none"> <li>▪ <b>Group Project Update</b></li> <li>▪ <b>Executing Change</b></li> <li>▪ <i>Readings:</i> <ul style="list-style-type: none"> <li>▪ Ch.6 – <i>Switch</i></li> </ul> </li> </ul>	Simulation Assignment  Group Project: Update
#10 Nov 19	<ul style="list-style-type: none"> <li>▪ <b>Building Organizational Capacity for Change</b></li> <li>▪ <i>Readings:</i> <ul style="list-style-type: none"> <li>▪ Buono &amp; Kerber (2010)</li> </ul> </li> </ul>	
#11 Nov 26	<ul style="list-style-type: none"> <li>▪ <b>Test</b></li> <li>▪ <b>Integration: Becoming a Change Master</b></li> </ul>	Test
#12 Dec 3	<ul style="list-style-type: none"> <li>▪ <b>Student Flash Presentations</b></li> </ul>	Group Project: Report  Student Flash Presentations



## READING LIST

### **Book:**

- Heath, C. & Heath D. (2010). *Switch*. Toronto: Random House.

### **Articles:**

- Beer, M., & Nohria, N. (2000). Cracking the code of change. *Harvard Business Review*, 78(3), 133-141.
- Buono, A., & Kerber, K. (2010). Creating a sustainable approach to change: Building organizational change capacity. *SAM Advanced Management Journal*, 75(2), 4-21.
- Collins, J. & Porras, J. (1996). Building your company's vision. *Harvard Business Review* (Sep-Oct).
- Elrod, D. and Tippett, (2002). The Death Valley of Change, *Journal of Organizational Change Management*, 15, 1-16.
- Kegan, R. & Laskow, L. (2001). The real reason people won't change. *Harvard Business Review*
- Kerber, K., & Buono, A. (2005). Re-thinking organizational change: Reframing the challenge of change management. *Organization Development Journal*, 23(3), 23-38.
- Kotter, J.P. (2007). Leading change: Why transformation efforts fail. *Harvard Business Review*, 85(1), 96-103.
- Langton, N., Robbins, S. & Judge, T. (2013). Chapter 8: Power and Politics. In *Organizational Behaviour: Concepts, Controversies, Applications* (6th Cdn. ed.) Toronto: Pearson Prentice Hall.
- Roberts et al. (2005). How to play your strengths. *Harvard Business Review*, January, 75-80.
- Schein, E. (1993). How Can Organizations Learn Faster? The Challenge of Entering the Green Room. *MIT Sloan Management Journal*.
- Schein, E. (1999). Why does corporate culture matter? In *The Corporate Culture Survival Guide*.
- Stensaker, I., & Falkenberg, J. (2007). Making sense of different responses to corporate change. *Human Relations*, 60(1), 137-177.

## **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.

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

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50	WDN = Withdrawn from the course		
ABS = Student absent from final exam			
DEF = Deferred (See above)			
FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam			

### **Academic Regulations, Accommodations, 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](mailto: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 2014 exam period is November 7, 2014 and for the April 2016 exam period is March 6, 2015.

#### *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/>.

### **Assistance for Students:**

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Student Academic Success Centre (SASC): [www.carleton.ca/sasc](http://www.carleton.ca/sasc)  
Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>  
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/>
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**Dates**

**September 2**

Fall Term Begins.  
Orientation for Teaching Assistants.

**September 2-3**

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.

**September 4**

Fall and fall/winter classes begin.

**September 17**

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.

**September 26-28**

Summer deferred final examinations to be held.

**September 30**

Last day to withdraw from Fall term and Fall/Winter courses with a full fee adjustment. Withdrawals after this date will create no financial change to Fall term fees (financial withdrawal).

**October 10**

December examination schedule (fall term final and fall/winter mid-terms) available online.

**October 13**

Statutory holiday, University closed.

**October 27-31**

Fall break. Classes are suspended.

**November 7**

Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for December examinations.

**November 24**

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examinations Regulations in the Academic Regulations of the University section of the calendar).

**December 8**

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.

**December 9**

No classes or examinations take place.

**December 10 – 21**

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.

**December 21**

All take home examinations are due

**December 25 to January 2**

University closed

**January 5**

Winter-term classes begin.

**January 16**

Last day for registration for winter term courses.

Last day to change courses or sections (including auditing) for winter term courses.

Students who have not deposited (via automated upload) the final copy of their thesis to the office of the Faculty of Graduate and Postdoctoral Affairs must register.

**January 31**

Last day for a fee adjustment when withdrawing from Winter term courses or the Winter portion of two-term courses. Withdrawals after this date will create no financial change to Winter term fees (financial withdrawal).

**February 13**

April examination schedule available online.

**February 13-21**

Fall-term deferred examinations will be held

**February 16**

Statutory holiday, University closed.

**February 16-20**

Winter Break. Classes are suspended.

**March 1**

Last day for UHIP refund applications for International Students who will be graduating this academic year.

Last day for receipt of applications from potential spring (June) graduates.

**March 6**

Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for April examinations.

**March 24**

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examinations Regulations in the Academic Regulations of the University section of the calendar).

**April 3**

Statutory holiday, University closed.

**April 8**

Winter term ends

Last day of fall/winter and winter-term classes.

Last day for academic withdrawal from fall/winter and winter-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/winter and winter-term courses.

**April 9-10**

No classes or examinations take place

**April 11-23**

Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all 7 days of the week.

**June 8-18 (including Saturdays)**

Fall/winter and winter term deferred final examinations will be held.