



**CARLETON UNIVERSITY
BUSINESS
4105 /B
2017/WINTER
MANAGING CHANGE**

Instructor: Victoria Fraser
Office: TBD
Office Hours: by appointment
Email: Victoria.fraser@carleton.ca
Phone Number: 613 415 5691

TA: NA
Office Hours:
Email:

Course meets: Tuesday evenings, 6:05 to 8:55 pm; Southam Hall Room 402

Pre-requisites & precluded Courses: third-year standing and BUSI 2101 or BUSI 2702 or BUSI 3602 with a grade of C- or higher.

The School of Business enforces all prerequisites.

Course Calendar description from the 2016/2017 University calendar:

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):

Course Description and Objectives:

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 the theoretical bases for organizational change and their practical application.

Reading(s)/Textbook(s):

Textbook: *Switch: How to Change Things When Change is Hard* by Chip Heath and Dan Heath, Random House Canada, 2010. Available at the campus book store.

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 (to be discussed in class)

Course Requirements & Methods of Evaluation:

Item	Percentage grade
Class Participation	20%
Change Simulation	20%
Group Project	30%
Individual paper	10%
Final	20%

Class Participation:

This is an advanced course, therefore active class participation is considered essential to your learning experience. You will be marked on the quality of your comments and your discussion with your peers. Unless affected by medical or personal circumstances, students are expected to attend every scheduled class. 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: You will be required to complete an online change simulation. Additional details will be provided in class.

Individual Paper - Application of class concepts to future learning:

You will be asked to write a paper (no more than 6 pages double spaced), describing how you will be able to take the concepts discussed in class and apply them to your future life as an organizational change leader.

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

Group Project:

You will be asked to write a group case study in which major change has been attempted, using the readings and topic covered in class. The case study should be approximately 10 pages in length (double spaced, APA 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 (as per 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 issues.

Students are expected to form groups and register the group by Class 3 (registration to take place in CuLearn). Each group will not exceed 7 persons. Each group must choose an organization for their case study, and email the name of the organization to the instructor. Organization choices must be approved by the instructor, and the instructor

can request that another organization be selected if the same organization has been chosen by another group.

Special notes regarding assignments

- Deadlines are strict. Failure to meet deadlines will result in grade penalties of 5% per day. Assignments more than 7 days late will be considered missed.
- The quality of your writing is an important component of effectively presenting your ideas. If you need coaching on your writing skills, help is available at the writing tutorial service – <http://www1.carleton.ca/sasc/writing-tutorial-service>

Tentative Course Schedule:

Week/Date	Topic/Readings	Due
Week 1 10 Jan 17	<p><i>Introduction to Organizational Change</i></p> <p>Group Project will be discussed Review of course outline and deliverables</p> <p>Readings:</p> <p>Discussion of expectations from readings</p>	
Week 2 17 Jan 17	<p><i>Appreciative Inquiry</i></p> <p>Readings:</p> <p>Roberts et al (2005). How to play to your strengths. <i>Harvard Business Review</i>, January, 75 – 80.</p> <p>Chapter 1 and 2: Switch</p>	
Week 3 24 Jan 17	<p><i>Overview of Change Models</i></p> <p>Readings:</p> <p>Kotter, J.P. (2007). Leading change: why transformation efforts fail. <i>Harvard Business Review</i>, 85(1), 96 – 103.</p> <p>Beer, M., & Nohria, N. (2000). Cracking the code of change. <i>Harvard Business Review</i>, 78(3), 133 – 141.</p> <p>Kerber, K., & Buono, A. (2005). Re-thinking organizational change: Reframing the challenge of change management. <i>Organization Development Journal</i>, 23(3), 23 – 38.</p> <p>Chapter 3: Switch</p>	Group Sign-up due
Week 4 31 Jan 17	<p><i>Mission and Vision</i></p> <p>Readings:</p>	

	<p>Collins, J., & Porras, J. (1996). Building your company's vision. <i>Harvard Business Review</i>, (Sep – Oct).</p> <p>Kenny, G. (2014). Your company's purpose is not its vision, mission or its values. <i>Harvard Business Review</i>, (Sep 14 issue).</p> <p>Chapter 4: Switch</p>	
<p>Week 5 7 Feb 17</p>	<p>Structure and Culture</p> <p>Readings</p> <p>Schein, E. (1999). Why does corporate culture matter? In the Corporate Culture Survival Guide. San Francisco: Jossey – Bass, pp 3 – 58.</p> <p>Lorsch, J.W., & McTague, E. (2016). Culture is not the culprit. <i>Harvard Business Review</i>, 94(4), 96 – 105.</p> <p>Bernick, C.L. (2001). When your culture needs a makeover. <i>Harvard Business Review</i>, June, 53 – 61.</p>	<p>Simulation assignment will be discussed.</p>
<p>Week 6 14 Feb 17</p>	<p>Power and Politics</p> <p>Readings</p> <p>Coutu, D. (2006). Lessons in Power: Lyndon Johnson revealed. <i>Harvard Business Review</i>, 84(4), 47 – 52.</p> <p>Watkins, M.D. (2009). Obama's first 90 days. <i>Harvard Business Review</i>, 87(6), 34 – 35.</p>	<p>Group Project Update: All Groups</p> <p>Instructor will provide individual feedback as to participation marks achieved to date.</p>
<p>21 Feb 17</p>	<p>READING WEEK</p>	
<p>Week 7 28 Feb 17</p>	<p>The Human Side of Change</p> <p>Readings</p> <p>Kegan, R., & Laskow, L. (2001). The real reason people won't change. <i>Harvard Business Review</i>, November, 85 – 92.</p> <p>Carucci, R. (2016). Organizations can't change if leaders don't change with them. <i>Harvard Business Review</i>, 24 Oct.</p> <p>Chapter 5 – Switch</p>	<p>Group Project Update: All Groups</p>
<p>Week 8 7 Mar 17</p>	<p>Executing Change</p>	

	Readings Chapters 6, 7, and 8 - Switch	
Week 9 14 Mar 17	<i>Web-based Simulation – Power and Influence</i>	
Week 10 21 Mar 17	<i>Building Organizational Capacity for Change</i> Readings Buono, A., & Kerber, K. (2010). Creating a sustainable approach to change: Building organizational change capacity. <i>SAM Advanced Management Journal</i> , 75(2), 4 – 21. Chapters 9, 10, 11 - Switch	Individual Papers due
Week 11 28 Mar 17	Group Case Study Presentations	
Week 12 4 Apr 17	Group Case Study Presentations	
Week 13 10 Apr 17	No Class	Written Group Projects due
Week 14	Final Exam	

FND:

To reduce instances of miscommunication Carleton introduced a grade FND (Failure with No Deferral) to be assigned to students who fail to meet the minimum in-term performance standards explicitly set out in the outline and applied consistently (i.e., there is no other hidden criteria).

Satisfactory In-term Performance

1. Unless otherwise stated below in item #2, the requirement for Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work (i.e. assignments, participation marks, tests etc.).
2. Unsatisfactory In-term Performance in this course will lead to failure in this course (regardless of the performance at the Final exam or final project)
Yes **X** No
3. FND grade in this course (in case of missed Final exam or project)
Yes **X** No

ADDITIONAL INFORMATION

Course Sharing Websites

Student or professor materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

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

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*). **Requests made within two weeks will be reviewed on a case-by-case basis.** After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website (www.carleton.ca/pmc) for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

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 and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (<http://carleton.ca/equity/accommodation/religious-observances/>) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to 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; a grade of Failure in the submitted work and/or course; academic probation; a refusal of

permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, 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://carleton.ca/studentaffairs/academic-integrity>.

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you're having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/support-services/>
Be in the know with what's happening at Sprott: Follow @SprottStudents and find us on Facebook SprottStudents Sprott.

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.
 - 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 CARLETON address. Therefore, it would be easier to respond to your inquiries if you would send all email from your Carleton account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>
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