

1. General Course Information

Course Title: Fundamentals of Leading and Managing Organizational Change

Credit Weight: 0.5 credits

2. Course Description

How individuals, groups, and organizations respond to change; overview of key change models and change strategy. At the micro level how individuals respond to change, how change should be managed, change management competencies, and changing organizational culture.

3. Course Rationale

It has been estimated that three-quarters of organizational change initiatives fail to achieve their goals. The factors that influence the success or failure of change include conceptual ones such as the drivers of change, structural ones such as the design and implementation of change strategies, and interpersonal ones such as leadership and human behavior. This course explores all these factors with the intention of giving you a broad understanding of organizational change. The goal is that you will complete this course with an appreciation of both the different elements that affect organizational change, as well as the factors that contribute to the design of an effective organizational change strategy.

Course Learning Objectives

After successfully completing this course, you will be able to:

- CO1. Provide examples of drivers and different kinds of organizational change.
- CO2. Compare different styles of leadership in organizational change.
- CO3. Illustrate the role of organizational culture and resistance in organizational change.
- CO4. Create an example of use of one or more change management methods.
- CO5. Explore the value of digital technology and data analytics in organizational change.
- CO6. Create an example of a change management strategy to maximize performance.

4. Course Modality: Asynchronous

This is a fully online course where instructors and students share information, ideas, and learning experiences in a virtual course space. Asynchronous courses do not require participation in scheduled meetings. However, students are expected to remain up to date with the deadlines and due dates provided by the instructor. This course requires high-speed Internet access and a computer.

5. Course Schedule

Please regularly check and log into Brightspace to review the new content. Configure your personal notifications to opt into course announcements so that they will be emailed to your Carleton email address.

Module	Topics	Materials	Deliverable
1	Introduction to Organizational Change and Change Drivers	<p>Harvard Business Review, January 2022. 11 Trends that Will Shape Work in 2022 and beyond by Brian Kropp and Emily Rose McRae</p> <p>Institute for Work and Health, 2021. Fragmentation in the future of work: Nine trends that may shape the future of work and what they mean for vulnerable workers.</p> <p>Academy of Management Review, 2000, Vol. 25, No. 1, pp. 53-79. Stability and Change and Simultaneous Experiences in Organizational Life. Leana and Barry</p> <p>Harvard Business Review, July-August 2020. The Next New Normal</p>	<p>Discussion: What driver(s) for change do you think will have the greatest impact on your professional future? Why?</p> <p>Essay: Based on the readings, select at least two trends that will impact work, and describe how these trends will interact with forces for stability.</p>
2	Describing Organizational Change	<p>Harvard Business Review, May–June 2022. Democratizing Transformation, Marco Iansiti, Satya Nadella</p> <p>Organizational Dynamics, Winter 1997. Igniting Organizational Change from Below: The Power of Personal Initiative, Alan Frohman</p>	<p>Discussion: Is it realistic to attempt organizational change from below? Give reasons for your answer.</p> <p>Essay: Describe one organizational change you have experienced or witnessed. Using the readings, how would you describe it?</p>

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Module	Topics	Materials	Deliverable
		<p>Harvard Business Review, May 2002. Disruptive Change: When Trying Harder Is Part the Problem, Clark Gilbert and Joseph L. Bower</p> <p>From Organization Change: A Comprehensive Reader, 1998. Evolution and Revolution as Organizations Grow, Larry E. Greiner</p>	
3	Change Capacity and Change Readiness	<p>Harvard Business Review, March-April 2000. Meeting the Challenge of Disruptive Change by Clayton M. Christensen and Michael Overdorf</p> <p>Harvard Business Review, May 2002. How Resilience Works, Diane Gotts</p> <p>Harvard Business Review, July–August 2021. How Good is Your Company At change? David Michels, Kevin Murphy</p> <p>Harvard Business Review, Sept 2003. The Quest for Resilience, Gary Hamel and Liisa Valikangas</p>	<p>Discussion: Is there a difference between organizational and individual resilience? Why or why not?</p> <p>Essay: Imagine you are the leader of an organization. What practices would you introduce to your organization to increase its change capacity and readiness?</p>
4	The Role of Leadership in Organizational Change	<p>California Management Review, Winter 1990, Beyond the Charismatic Leader: Leadership and Organizational Change, David A. Nadler Michael L. Tushman</p>	<p>Discussion: Do we give too much credit to leaders as agents of change in organizations?</p> <p>Essay: Compare Immelt, Butterfield and a third leader (currently living) of your choice. How do they</p>

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		<p>Harvard Business Review, July August 2020. How I did it, Stewart Butterfield</p> <p>Harvard Business Review, Sept 2010. Mistakes Leaders Keep making, Robert Schaffer</p> <p>Harvard Business Review, sept-Oct 2017. How I remade GE, Jeffrey Immelt</p> <p>Leader to leader, Fall 2000. Strategies for Change Leaders, Peter Drucker and Peter Senge</p>	<p>compare as leaders of change?</p>
5	<p>Methods and Approaches to Managing Organizational Change</p>	<p>Harvard Business Review, May-June 1995. Leading Change: Why Transformation Efforts Fail, John Kotter</p> <p>Journal of Management Studies, 41:6 September 2004, Kurt Lewin and the Planned Approach to Change: A Reappraisal, Bernard Burnes</p> <p>Harvard Business Review, Nov-Dec 2017. What Everyone gets wrong about change management, Anand and Barsoux.</p> <p>Harvard Business Review, July–August 1998. How Hardwired Is Human Behavior? by Nigel Nicholson</p> <p>Original, March 2023. Common Change</p>	<p>Discussion: Based on surveys, over 70% of change efforts fail to achieve their objectives. Are the common approaches to change management flawed? Give reasons for your answer.</p> <p>Essay: You are the CEO of a small, successful firm, and you have just acquired a larger, struggling firm. Design a strategy to successfully merge the two firms selecting from the change management methods in the readings.</p>

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Module	Topics	Materials	Deliverable
		Management Methods, Neil Cruickshank	
6	Organizational Culture and Resistance to Change	<p>Harvard Business Review, April 2009. Decoding Resistance to Change, by Jeffrey D. Ford and Laurie W. Ford</p> <p>McKinsey & Company, June 2021. Culture in the hybrid workplace, Bryan Hancock, Bill Schaninger, and Brooke Weddle</p> <p>Fast Company, May 2005. Change or Die, by Alan Deutschman</p> <p>Harvard Business Review, Jan-Feb 2018. The Leader's Guide to Corporate Culture, Boris Grosofsky, Jeremiah Lee, Leslie Price, and J. Yo-yud Cheng</p> <p>Academy of Management Perspectives, Vol. 11, No. 1 1997. Understanding and managing Cynicism about organizational change, Arnon E. Reichers, John P. Wanous, and James T. Austin</p>	<p>Discussion: To change an organization, you have to change its culture. Agree or disagree, and why?</p> <p>Essay: Why do organizations have difficulty dealing with change resistance? How can this be fixed?</p>
7	Organizational Ambidexterity and Digital Technology in Change	<p>California Management Review, 38:4 summer 1996. Ambidextrous Organizations: Managing Evolutionary and Revolutionary Change, Michael L. Tushman Charles A. O'Reilly</p> <p>Harvard Business Review, May-June 2022.</p>	<p>Essay: You are the new CEO of an established, traditional firm in the service industry (you pick the business if you need to specify). Your task is to design a change management strategy to both maximize the organization's existing operations and</p>

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Module	Topics	Materials	Deliverable
		<p>Developing a Digital Mindset: How to lead your organization into the age of data, algorithms, and AI, Tsedal Neeley, Paul Leonardi</p> <p>MIT Sloan Management Review, June 2004.</p> <p>Building Ambidexterity into an Organization, Julian Birkinshaw and Cristina Gibson</p> <p>Harvard Business Review, October 2017. Change Management Is Becoming Increasingly Data-Driven. Companies Aren't Ready, Michael L. Tushman, Anna Kahn, Mary Elizabeth Porter, Amy Cinn</p> <p>London Business School October 2014.</p> <p>Organisational ambidexterity. Antonio Nieto-Rodriguez</p> <p>Original, March 2023. The Use of Digital Technology in Change, Neil Cruickshank</p>	<p>performance, and also develop its ability to innovate and explore new services and markets. Make sure to include how you would use data analytics.</p>

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Discussions: For weeks 1 – 6, each week there will be a discussion topic posted. You are required to respond initially to the topic by 23:59 EST of Wednesday of that same week. Your response should include your opinion and at least one supporting argument. You are then required to respond to one of your classmate’s initial responses by 23:59 EST of Saturday of that same week. Your response can agree, respectfully disagree, or expand, and you must include at least one supporting argument.

There is no discussion for week 7.

Essays: For weeks 1-6, you must write one brief essay (min 800, max 1000 words) on the assigned topic. Your essay is due by 23:59 EST of Sunday of that week.

For week 7, your essay must be min 1200, max 1500 words.

Essays will be marked based on:

- The clarity and quality of your writing;
- The clarity and quality of your ideas;
- Your use of the course readings where appropriate.

6. Learning Materials

Textbook

Each module has specific assigned readings and video lectures as identified above. However, there is no comprehensive textbook for this course.

Other Resources

(NOTE: HBR Articles, Harvard/Ivey Cases, and many other copyright-licensed business-related learning resources can be made available to students free of charge via [ARES](#).)

7. Grading Scheme

Activity	Score	Out of	Percent of Total Grade
Deliverable 1	10	100	10%
Deliverable 2	10	100	10%
Deliverable 3	10	100	10%
Deliverable 4	10	100	10%
Deliverable 5	10	100	10%
Deliverable 6	10	100	10%
Deliverable 7	16	100	16%
Discussion 1	4	100	4%
Discussion 2	4	100	4%
Discussion 3	4	100	4%
Discussion 4	4	100	4%
Discussion 5	4	100	4%
Discussion 6	4	100	4%
TOTAL	100	100	100%