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MGMT 647 Change Management

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MGMT 647 Change Management

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Course Description
This course examines when to change, what to change, and how to change. We will study the theory and methodologies of change management, including small-scale incremental changes to large-scale transformations and include such changes as improving what an individual, group or organization already does, renewing a dying organization, or taking advantage of innovations and creativity, or merger opportunities. We will examine how internal and external assessment processes can indicate a need to change, how to use theory to determine what change intervention(s) to use to achieve a desired result, and how to determine insure that intended change has been successful and is permanent.

This course provides a line manager or strategic leader with tools necessary to be proactive with respect to change, and to be equipped to be an effective change leader. Taken together with MGMT 646, this course provides a strong foundation for those who would like to be internal or external change consultants.

Required Text

Require Readings
Additional readings are posted on our Blackboard site to complement our textbook. In addition, some PowerPoint slides are posted that will facilitate our discussion and your understanding.

Format
The content of this course will be covered in classes that meet two consecutive weekends, June 7 and 8 and June 14 and 15. We will have lectures and case discussions, video cases, in-class activities, and, perhaps, guest presenters. Students will write one short paper that will be due June 15, and they will write a second longer paper that will be due June 30. Both papers will require students to apply our course material. In the first paper, I will assign a case or topic to each student. For the second paper, each student will apply the material to address a problem or opportunity in an organization of their choosing. Details for both papers will be provided later in the syllabus.

Grades
Grades will be based upon the following components:
Attendance & participation in in-class activities, 50 points/day  200 points
Short Paper  100 points
Long Paper  200 points
Participation

All students will do all the assigned reading. In addition, I randomly assigned each student to lead discussion of a chapter or half of a chapter in the text. Assignments for those chapters and articles are listed in the Schedule below. On the day a student presents, he/she will receive the 50 points for that attendance/participation. The rest of the class is expected to have read the chapter and will received their attendance/participation points by doing whatever is required participation for the given presentation (listening, questioning, participating in an activity, etc.). I intend for the presentations to be brief, and they can take any form. Please use this opportunity to be creative—you can do an exercise, a pop quiz or a current event to illustrate the content of the material you’re assigned. I leave that up to you.

Other activities will be in-class or out-of-class activities or exercises that I design to illustrate material for that day’s course, or to integrate material in the course. Each of these will be worth 50 points.

Short Paper

Each student will select an article from a newspaper or business publication or an academic journal (professor will bring materials to class from which students may choose) and write a two to three page paper on the article with three basic parts, that will vary depending upon whether you choose an article describing an organization that has changed or needs to change, or an academic article that focuses on change theory or methodology. I do not care which you choose.

For a newspaper or business publication article: First, describe the change situation; Second, discuss what material from our course is particularly relevant to the situation in the article, and discuss how the article is important as a contribution to our course and your understanding of change; Third, critique the changes made, planned, needed or otherwise discussed, particularly in terms of whether what was done or planned or discussed seems appropriate, given what we’re learning about change management.

For an academic article on change management: First, describe the theory or methodology discussed in the article; Second, discuss how this theory or methodology is related to, contributes to, or modifies what we’ve read about or discussed in class; Third, critique the ideas presented in the article, based on your understanding of the theory and methods of change management. More detailed instructions will be provided in class. The short papers are due on June 15, when they will also be presented in class. Presentations will be brief; prepare a few PowerPoints to use in a slideshow, but make enough copies to distribute (in case we decide to move the presentation site out of the classroom!).

Long Paper

Each student will develop a long paper applying our material to a change situation that she/he identifies in an organization in which she/he is or has been an employee or member. Full instructions for these papers will be distributed the last day of class. The papers will be 8 to 10 pages in length and are due June 30 in hard copy to my office by 5 p.m.
Approximate Schedule

Saturday, June 7

Morning

Orientation to Course
Lecture reviewing internal and external sources of change and the relationship of change to assessment, needs assessment, scope and scale of change, ethical issues in change, and overview of levels of analysis

Afternoon

Chapter 1 Individual Level of Analysis presentations by
– pp. 14-44
– pp. 45-68
Chapter 2 Team/group Level of Analysis presentation by
– pp. 82-106
Chapter 3 Organization Level of Analysis presentations by
Benjamin Rosensweet – pp. 107-127
Lauren Santoianii – pp. 128-148

Students will also select cases to use for their short papers.

Sunday, June 8

Morning

Lecture on change models

Chapter 4 Leading Change presentations by
Robert Heuerman – pp. 151-174
Jonathan Avery – pp. 174-196
Chapter 5 Change Agents presentations by
David Goblirsch – pp. 201-225
Mark Aseltine – pp. 226-253

Afternoon

Chapter 6 Restructuring presentation by
Norbert Schafer – pp. 261-296
Chapter 7 Mergers & Acquisitions presentation by
Rebecca Field – pp. 297-333
Chapter 8 Culture Change presentation by
Elizabeth Dorr – pp. 334-361
Saturday, June 14

Morning

Lecture on tracking change intervention implementation, determining success of interventions, and institutionalization of change

Afternoon

Chapter 9 IT-Based Process Changes presentation by Michael Addington – pp. 362-390
Chapter 10 Complex Change presentation by Benjamin Studt – pp. 393-414
Chapter 11 Leading Change in Uncertain Times presentation by Daniel Feldman – pp. 417-451

Sunday, June 15

Morning and Afternoon

Student Short Paper Presentations

Lecture integrating material
Discussion of long paper
Course evaluations

Monday, June 30

Final paper due by 5 p.m. in hard copy to my office—no electronic submissions.