

CASPER COLLEGE COURSE SYLLABUS
MGT 2050: Leading Organizational Change

Semester/Year: FALL 2015

Lecture Hours: 3

Lab Hours: 0

Credit Hours: 3

Class Time: 12-12:50 pm

Days: MWF

Room: BU 221

Instructor's Name: Scott P. Nolan, MBA

Instructor's Contact Information:
BU 110

Office Phone: 307-268-2506

Email:
snolan@caspercollege.edu

Office Hours: M&W: 8:30-10am, TTH: 8:30-9:30, F: 9-10am

Course Description: This class combines leadership concepts with models of organizational change. Change will be examined at the individual, team, and organizational or systems level. The focus is on uncovering traps that create stress, waste resources, slow change efforts, or lead to outright failure and discovering how to lead, cope, and win in the face of great change.

Statement of Prerequisites: MGT 2100 and completion or concurrent enrollment in MGT 2150

Institutional Outcomes:

- Demonstrate effective oral and written communication
- Use the scientific method
- Solve problems using critical thinking and creativity
- Demonstrate knowledge of diverse cultures and historical perspectives
- Appreciate aesthetic and creative activities
- Use appropriate technology and information to conduct research
- Describe the value of personal, civic, and social responsibilities
- Use quantitative analytical skills to evaluate and process numerical data

Program goals:

- The School of Business and Industry provides students with the academic programs of general and specialized learning in preparation for responsible careers in the world of business.
- Students wishing to pursue a Bachelor's degree in Business can complete the first two years of a baccalaureate degree through Casper College by completing requirements for a degree in Business Administration or Pre-Law Business. The program provides students with the opportunity to transfer at junior standing to a four-year college or university.
- Business majors have the opportunity to pursue a top-quality two-year degree in Management, Leadership, or Entrepreneurship that provides the skills and abilities to succeed in the business world upon graduation.
- This educational experience enables students to develop the expertise needed to function in a business environment and to develop an understanding of the social and economic forces shaping the future of the world's economy.

Course Goal: Students will understand the importance of change in business and organizations to remain competitive in the marketplace. They will explore the pitfalls that can bring about failure in a change effort

and develop tools to avoid or overcome these pitfalls. Emphasis is placed on the leader's role in the change effort and how an effective leader can develop a working model for successful change efforts.

Course Objectives:

- Demonstrate an understanding of the importance of change for the future of a business or organization.
- Demonstrate an understanding of the forces in the business world that drive change.
- Identify Kotter's eight-stage process for implementing successful change in organizations.
- Apply the eight-stage process to a real-world change effort of the students choosing.
- Discuss and debate real-world application of the eight-stage change process through work in the "Heart of Change Field Guide".

Methodology: The instructor will review each chapter in lecture form and facilitate discussion of the course material in a classroom setting. Students will be expected to be prepared in advance for each class discussion. Each student will prepare a written paper and present a "story to remember" for each unit of the class as outlined in the course schedule. This will reinforce the class lecture and readings as well as provide real life application to each section of the class. Each student will identify something that they would like to change and prepare a paper and presentation outlining how they will accomplish this endeavor.

Evaluation Criteria:

40% Exams	A: 90-100%
20% Paper	B: 80-89%
20% Class Participation	C: 70-79%
20% Presentations	D: 60-69%
	F: 59 & below

Casper College may collect samples of student work demonstrating achievement of the above outcomes. Any personally identifying information will be removed from student work.

Required Text, Readings, and Materials:

- *Leading Change, John P. Kotter*
- *The Heart of Change Field Guide, Cohen and Kotter*
- *Who Moved My Cheese, Spencer Johnson*

Class Policies: Last Date to Change to Audit Status or to Withdraw with a W Grade:

- Thorough reading of assigned text and supplementary materials is expected.
- Active, informed participation and intellectual engagement in discussions is expected.
- Students are expected to attend all classes for which they are registered and are accountable for all class work during an absence. Non-attendance at a required class, laboratory, or field trip constitutes an absence. Excessive absences or tardiness may result in a lowered grade; and, at the discretion of the college administration, a student who fails to attend regularly may be asked to withdraw from the college. A record of absence is kept by the instructor. For further information, please refer to the Casper College attendance policy. Attendance includes being on time to class and remaining in class for the duration of the class time.
- Exams will be given on pre-announced dates. If a student is going to be absent on the day a test is to be given, arrangements must be made with the instructor **before** the absence. Test may not be made up if the student has not made arrangements with the instructor before the absence.

- Assignments/projects/papers/quizzes are due on the specified date/time. No assignments/projects/papers/quizzes will be accepted after the due date unless arrangements are made prior to the due date. Technical malfunctions are not a valid excuse for handing in late work.
- The last day to audit or drop the class is November 12, 2015.
- Electronic devices must be shut off or put on silent and placed in a purse or backpack.

Student Rights and Responsibilities: Please refer to the Casper College Student Conduct and Judicial Code for information concerning your rights and responsibilities as a Casper College Student.

Chain of Command: If you have any problems with this class, you should first contact the instructor to attempt to solve the problem. If you are not satisfied with the solution offered by the instructor, you should then take the matter through the appropriate chain of command starting with the Department Head/Program Director, the Dean, and lastly the Vice President for Academic Affairs.

Academic Dishonesty: (Cheating & Plagiarism) Casper College demands intellectual honesty. Proven plagiarism or any form of dishonesty associated with the academic process can result in the offender failing the course in which the offense was committed or expulsion from school. See the Casper College Student Code of Conduct for more information on this topic.

Official Means of Communication: Casper College faculty and staff will employ the student's assigned Casper College email account as a primary method of communication. Students are responsible to check their account regularly. This is also, where you will find course evaluation links during course evaluation periods.

ADA Accommodations Policy: If you need academic accommodations because of a disability, please inform me as soon as possible. See me privately after class, or during my office hours. To request academic accommodations, students must first consult with the college's Disability Services Counselor located in the Gateway Building, Room 344, (307) 268-2557, bheuer@caspercollege.edu. The Disability Services Counselor is responsible for reviewing documentation provided by students requesting accommodations, determining eligibility for accommodations, and helping students request and use appropriate accommodations.

Calendar or schedule indicating course content: Tentative Schedule – Subject to change

Week of	Monday	Wednesday	Friday
8/24	Welcome and introductions/class overview assign who moved my cheese	Leading change ch. 1: Transforming organizations and why firms fail	Who moved my cheese discussion
8/31	Leading change ch. 2: Successful change and the force that drives it	Heart of change introduction: Leading change	Out of Class Discussion
9/7	Labor Day - No Class	Leading change ch 3: Establishing a sense of urgency	Out of Class Discussion
9/14	Heart of change step 1: Increase urgency	Leading change ch 4: Creating the guiding coalition	Heart of change step 2: Build guiding teams
9/21	Exam #1	Leading change ch 5: Developing a vision and strategy	Heart of change step 3: Get the vision right
9/28	Leading change ch 6: Communicating the change vision	Heart of change step 4: Communicate for buy-in	Assign and discuss: What I Will Change and How I Will Do It!
10/5	Leading change ch 7: Empowering employees for broad-based action	Heart of change step 5: Enable action	Exam review
10/12	Exam #2	Discuss Service Learning	Leading change ch 8: Generating short term wins
10/19	Fall Break - No Class	Heart of change step 6: create short term wins	Leading change ch 9: Consolidating change and producing more change
10/26	Heart of change step 7: Don't let up	Leading change ch 10: Anchoring new approaches in the culture	Heart of change step 8: Make it stick
11/2	Heart of change step 9: Change readiness	Leading change ch 11: The organization of the future	Advising Day - No Class
11/9	Leading change ch 12: Leadership and lifelong learning	Exam review	Exam #3
11/16	Service Learning	Service Learning	Service Learning
11/23	Service Learning	Thanksgiving Break - No Class	Thanksgiving Break - No Class
11/30	What I Will Change and How I Will Do It! - Presentations	What I Will Change and How I Will Do It! - Presentations	What I Will Change and How I Will Do It! - Presentations
12/7	What I Will Change and How I Will Do It! - Presentations	What I Will Change and How I Will Do It! - Presentations	What I Will Change and How I Will Do It! - Presentations
12/14	Final Exams TBA	Final Exams TBA	