

Sul Ross State University – Rio Grande College – Summer - I – 2016
MGMT 5307 – **Managing Organizational Change**
MBA - WEB COURSE

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Required Text: Organizational Change – An Action-Oriented Toolkit – 3rd Edition
Copyright: 2016
Authors: Cawsey, Deszca & Ingols. Publisher: Sage
ISBN: 978-1-4833-5930-4

Course Description:

This course addresses planned organizational change. The focus is on differentiating HOW to change from WHAT to change. Managers are in ideal position to anticipate, influence, and generate change.

Course Objectives

Expose students to the process of organizational change. Discuss why change happens and why it is important for management to look at change in a proactive manner in order to stay ahead of potential industry and market demands. Also provide students with an awareness of the issues involved in managing change and help them realize that there is a variety of change approaches and not only a single “best” approach to all change situations.

Course Competencies

After successful completion of this course students should demonstrate the following competencies:

1. Be able to recognize change opportunities in organizations
2. Understand why change is both a creative and a rational process
3. Identify why there are limits on what the manager of change can achieve within the change process
4. Understand environmental pressures propelling organizations towards change
5. Gain an awareness of the interaction between forces for stability and forces for change
6. Be able to identify a range of common changes that confront organizations such as downsizing, introducing new technologies, and mergers and acquisitions
7. Be able to identify the signs and understand the reasons for resistance to change
8. Be able to make change communication strategies relevant to both internal and external stakeholders.
9. **Be able to write two acceptable APA Style papers addressing the changing process in two different organizations.**

Evaluation Policy

Two 100-point research papers:

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| Paper One (due June 13 th . Check class schedule) | 35% |
| Paper Two (due June 27 th . Check class schedule) | 65% |
| Total | = 100% |

Grading Scale

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| A=90-100 | D=60-69 |
| B= 80-89 | F= bellow 60 |
| C= 70-79 | |

Academic Integrity:

An important issue in academic writing is **plagiarism** which is using others' ideas or words without giving proper credit. **Whether you do it intentionally or not, you are plagiarizing and will be penalized for that (F in the assignment or in the course at the discretion of your instructor).** Purdue University has a very useful link to help students avoid plagiarism. Make sure to check it.

<http://owl.english.purdue.edu/owl/resource/589/01/>.

APA Style

You will be required to write two 12-14-page *research* papers during this course using APA Format. Once you know the basic APA requirements you will have to worry only with the content of the paper and not with the proper format to present it. The following Purdue University link will help you familiarize with the APA Style

<http://owl.english.purdue.edu/owl/section/2/10/>

The following youtube video will help you navigate the intricacies of “direct quotes” and “paraphrasing” and also will help you avoid plagiarism

https://www.youtube.com/watch?v=u1t0G7ZnRG8&feature=player_embedded

Course Documents link

There are several examples of proper use of APA Style such as “references page”, “direct and indirect quotes”, differences between peer-reviewed journal, trade journal, magazines, newspapers, etc., posted on the “Course Documents” link of the Blackboard. This is a very important link and, familiarity with it, will save time and avoid/minimize unnecessary frustrations; make sure to check it out.

The guidelines, with specific instructions on each of the two research papers, will be posted on the “Assignments” link of the Blackboard.

Academic Research:

Both papers for this course **MUST** present a combination of information from the text, from the case being discussed and, at least five references **from research in scholarly, peer-reviewed or academic journals** such as:

Journal of Organizational Change Management
Journal of Change Management
Journal of Management Studies
Journal of Organizational Behavior
Journal of Business Communication
International Journal of Organizational Analysis
Human Resource Management Journal
Organization Development Journal
Academy of Management Review
Academy of Management Journal
Academy of Management Executive
Harvard Business Review
Industrial Management
Management Review
Etc.

The above is just a sample of scholarly journals available electronically through the Sul Ross library – EBSCO's Academic Search Complete

[Go to: sulross.edu](http://sulross.edu) – quick links – library

Library Resources

There is a link on the course website, under “Library Resources,” to facilitate your access to the journals electronically. You will be able to search by topic, by author, by date, etc. This is another important link you **MUST** be familiar with.

Remember: there is no such a thing as an APA Format paper without references

APA papers, by definition, must present both citations and references/bibliography page(s) and that implies that research must be done in sources other than the textbook being used and the case being analyzed.

The main purpose of the research is to validate your assertions. In the academic world the opinion of authors, especially the ones whose articles were published in academic or peer-reviewed journals, carries much more weight than what you or I think. Every time you present citations from your research you are adding credibility to your work.

Power Points

Power Points presenting a summary of each assigned chapter will be posted in the “Power Points” link of the Blackboard.

Sul Ross E-mail:

Our communication will be done mainly via Sul Ross email so, please check it on a daily basis to avoid missing important communication regarding the course.

One last suggestion:

Brush up on your writing skills; they are a crucial component of the research papers and can really help or hurt your grade. Keep in mind also that you are writing the paper and know the meaning you want to convey – the reader however, may have a hard time to decipher it.

Last but not least: expect my feedback to be very candid and reflect the quality of your work.

If you need help, I will be glad to work with you but you have to initiate the process. I am available for consultation via email, phone or a personal visit in my office in Del Rio. My schedule is flexible.

American With Disabilities Act (ADA)

Sul Ross State University, Rio Grande College is committed to equal access in compliance with the American With Disabilities Act of 1973. It is the student’s responsibility to initiate a request for accessibility service. Students seeking accessibility services must contact Kathy Biddick at 830-279-3003. kbiddick@sulross.edu

Course Schedule – MGMT 5307 – Managing Organizational Change – SI - 2016

Week of

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| June 1 st | Chapter 1: Changing Organizations in our Complex World Chapter 2: Frameworks for Leading the Process of Organizational Change – “How” to Lead Organizational Change |
| June 6 th | Chapter 3: “Frameworks for Diagnosing Organizations – “What” to Change in an Organization Chapter 4: Building and Energizing the Need for Change Chapter 5: Navigating Change Through Formal Structures and Systems. |
| June 13th Paper One | Paper One – Case Study 4 – Diego Curtiz at Highland State University – Cawsey et al. pp. 444-447, is due via the “Assignments” link no later than 10:00 p.m. After 10:00 p.m. June 15, the link will no longer be available |
| June 14 th | Chapter 6: Navigating Organizational Politics and Culture Chapter 7: Managing Recipients of Change and Influencing Internal Stakeholders |
| June 20 th | Chapter 9: Action Planning and Implementation Chapter 10: Measuring Change: Designing Effective Control Systems. |
| June 27th | Paper Two (final) – Case Study 6 – Ellen Zane at Tufts Medical Center: Spring 2011 – Cawsey et al. pp. 481-490, is due via the “Assignments” link no later than 10:00 p.m. After 10:00 p.m. June 27, the link will no longer be available. |

We will try to follow this schedule as much as possible, but changes may need to be made at the discretion of the instructor and will be communicated, via Sul Ross e-mail, as soon as possible.