MGTR 5307 – Managing Change
Summer I 2025 – Online Asynchronous
Syllabus

Instructor:	Thomas Matula
Office Hours:	Monday & Thursday, 1:00 PM to 5:00 PM
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Email Address:	Thomas.Matula@sulross.edu
Class Schedule:	Online Asynchronous
Classroom Location:	Blackboard Ultra
Required Texts:	1. *"HBR's 10 Must Reads on Change Management"* by Harvard Business Review, Harvard Business Review Press, (2011) ISBN-13: 978-142215800 2. *"HBR's 10 Must Reads on Change Management Vol. 2"* by Harvard Business Review, Harvard Business Review Press, (2021) ISBN-13: 978-1647820985

Official Communication:

All official communication by the University or me will be sent to your Sul Ross email account. As a result, you are required to activate your email account and check it from time to time for personal communication. I encourage you to email me if you have questions or comments, BUT PLEASE include your full name and the course for which you have questions. Even if you submit your email through the Blackboard site, I cannot tell which course you are in nor what your real name is (i.e., egar123) unless you put it in the body of your email.

Course Requirements and Grading

Requirement	Points Possible	Grading Scale
Weekly Discussion Posts	200 Points	A = 450 to 500 points
Assignment 1	100 Points	B = 400 to 449 points
Assignment 2	100 Points	C = 350 to 399 points
Final Essay Exam	100 Points	D = 300 to 349 points
Possible Points	**500 points**	F = less than 299 points

Technology Help:

Obtain your RGC email account name and password directly from the **Central Help Desk at 1-888-837-2882**. For most technology problems, first go to the Lobo Technology Assistance Center (LTAC). The quick link to this site is available from our home page under the "My SRSU" tab. For specific help with any aspect of Blackboard, including problems with online exams, contact our Blackboard administrators in Alpine. **BLACKBOARD HELP: 432-837-6055.**

SRSU Distance Education Statement:

Students enrolled in distance education courses have equal access to the university's academic support services, such as library resources, online databases, and instructional technology support. For more information about accessing these resources, visit the SRSU website. Students should correspond using Sul Ross email accounts and submit online assignments through Blackboard, which requires secure login. Students enrolled in distance education courses at Sul Ross are expected to adhere to all policies pertaining to academic honesty and appropriate student conduct, as described in the student handbook. Students in web-based courses must maintain appropriate equipment and software, according to the needs and requirements of the course, as outlined on the SRSU website. Directions for filing a student complaint are located in the student handbook

ADA Statement: SRSU Accessibility Services. Sul Ross State University (SRSU) is committed to equal access in compliance with the Americans with Disabilities Act of 1973. It is SRSU policy to provide reasonable accommodations to students with documented disabilities. It is the student's responsibility to initiate a request each semester for each class. Students seeking accessibility/accommodations services must contact Mrs. Mary Schwartze Grisham, LPC, SRSU's Accessibility Services Director at 432-837-8203 or email mschwartze@sulross.edu. Our office is located on the first floor of Ferguson Hall, room 112, and our mailing address is P.O. Box C122, Sul Ross State University, Alpine. Texas, 79832.

Counseling: Sul Ross has partnered with TimelyCare where all SR students will have access to nine free counseling sessions. You can learn more about this 24/7/356 support by visiting Timelycare/SRSU. The SR Counseling and Accessibility Services office will continue to offer in-person counseling in Ferguson Hall room 112 (Alpine campus), and telehealth Zoom sessions for remote students and RGC students.

Libraries: The Bryan Wildenthal Memorial Library in Alpine offers FREE resources and services to the entire SRSU community. Access and borrow books, articles, and more by visiting the library's website, library.sulross.edu/. Off-campus access requires logging in with your LoboID and password. Librarians are a tremendous resource for your coursework and can be reached in person, by email (srsulibrary@sulross.edu), or by phone (432-837-8123).

No matter where you are based, public libraries and many academic and special libraries welcome the general public into their spaces for study. SRSU TexShare Cardholders can access additional services and resources at various libraries across Texas. Learn more about the TexShare program by visiting library.sulross.edu/find-and-borrow/texshare/ or ask a librarian by emailing srsulibrary@sulross.edu.

New for Fall 2023: Mike Fernandez, SRSU Librarian, is based in Eagle Pass (Building D-129) to offer specialized library services to students, faculty, and staff. Utilize free services such as InterLibrary Loan (ILL) and ScanIt to get materials delivered to you at home or via email.

Academic Integrity: Students in this class are expected to demonstrate scholarly behavior and academic honesty in the use of intellectual property. A scholar is expected to be punctual, prepared, and focused; meaningful and pertinent participation is appreciated. Examples of academic dishonesty include but are not limited to: Turning in work as original that was used in whole or part for another course and/or professor; turning in another person's work as one's own; copying from professional works or internet sites without citation; collaborating on a course assignment, examination, or quiz when collaboration is forbidden.

Classroom Climate of Respect: Importantly, this class will foster free expression, critical investigation, and the open discussion of ideas. This means that all of us must help create and sustain an atmosphere of tolerance, civility, and respect for the viewpoints of others. Similarly, we must all learn how to probe, oppose and disagree without resorting to tactics of intimidation, harassment, or personal attack. No one is entitled to harass, belittle, or discriminate against another on the basis of race, religion, ethnicity, age, gender, national origin, or sexual preference. Still we will not be silenced by the difficulty of fruitfully discussing politically sensitive issues.

Diversity Statement: "I aim to create a learning environment for my students that supports a diversity of thoughts, perspectives and experiences, and honors your identities (including race, gender, class, sexuality, religion, ability, socioeconomic class, age, nationality, etc.). I also understand that the crisis of COVID, economic disparity, and health concerns, or even unexpected life events could impact the conditions necessary for you to succeed. My commitment is to be there for you and help you meet the learning objectives of this course. I do this to demonstrate my commitment to you and to the mission of Sul Ross State University to create an inclusive environment and care for the whole student as part of the Sul Ross Familia. If you feel like your performance in the class is being impacted by your experiences outside of class, please don't hesitate to come and talk with me. I want to be a resource for you."

Course Learning Objectives:

1. Develop an understanding of the need for organizations to adapt to their constantly changing environment.
   Assessment: Written assignments, class discussion and final essay exam.

2. Demonstrate a knowledge of the role organizational culture has in resisting and accepting change in an organization
   Assessment: Written assignments, class discussion and final essay exam.

3. Demonstrate the ability to develop a strategy to enable an organization to adapt to a changing external environment.
   Assessment: Written assignments, class discussion and final essay exam.

Student Learning Outcomes for the MBA Degree:

1. Students will analyze and solve complex business problems across major business functions, using advanced business practices and strategies
2. Students will communicate in-depth business information through written delivery processes.
3. Students will identify and demonstrate advanced understanding of the impact of ethical and/or social responsibility issues as they affect domestic and/or global business environments

Marketable Skills for the MBA Degree:

Marketable Skill 1: Students will understand the functions of the business enterprise in the general economy.

Marketable Skill 2: Students will have the skills needed to effectively lead a business.

Marketable Skill 3: Students will be able to craft effective business strategies for both existing businesses and new businesses.

Marketable Skill 4: Students will be able to make effective oral presentations to both professional and general audiences.

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Schedule for MGMT5307 – Summer I 2025

Week	Topic	Readings
May 28	Leading Change	Change HBR V1: Leading Change: Why Transformations... by Kotter Change HBR V1: Change Through Persuasion by Garvin & Roberto Change HBR V1: Leading Change... by Hemp and Stewart Change HBR V1: Tipping Point Leadership by Kim and Mauborgn
June 2	Overcoming Resistance Assignment 1 due **June 8, 2025**	Change HBR V1: The Real Reason People... by Kegan and Lahey Change HBR V1: Cracking the Code... by Beer and Nohria Change HBR V1: The Hard Side of Management... by Sirkin, et al Change HBR V1: Why Change Programs Don't... by Beer, et al
June 9	Changing Cultures	Change HBR V2: What Everyone Gets Wrong... By Barsoux & Barsoux Change HBR V2: Cultural Change That Sticks by Katenbach et al Change HBR V2: Culture Is Not the Culprit by Lorsch and McTague
June 16	Implementing Change **Assignment 2 due June 22, 2025**	Change HBR V2: The Network Secrets... by Battilana and Casciaro Change HBR V2: Design Dosen't have to,,, by Furr and Shipilov Change HBR V2: Getting Reorgs Right by Heidari-Robinson
June 23	Adaptive Organizations	Change HBR V2: Design for Action by Brown and Martin Change HBR V2: Agile at Scale by Rigby et al Change HBR V2: Your Workforce is more adaptable... by Fuller et. Al.
June 30	**Final Essay Exam**	**Due on Monday, June 30 2025**