

COURSE OUTLINE		
TERM: Fall 2019	COURSE NO: BADM 466	
INSTRUCTOR:	COURSE TITLE: Managing Change	
OFFICE: E-MAIL:	SECTION NO(S):	CREDITS: 3
OFFICE HOURS:		
COURSE WEBSITE: moodle.capilanou.ca		

Capilano University acknowledges with respect the Lil'wat, Musqueam, Squamish, Sechelt, and Tsleil-Waututh people on whose territories our campuses are located.

COURSE FORMAT

Three hours of class time, plus an additional hour delivered through on-line or other activities for a 15-week semester. This course may also be offered in mixed mode.

COURSE PREREQUISITES

75 credits of 100-level or higher coursework including BADM 302, ENGL 100, and CMNS 152 or 220;
OR 3 NABU credits and CMNS 305

CALENDAR DESCRIPTION

This course presents concepts and practical approaches involved in managing organizational change. This course will draw upon the concepts and skills learned in other business courses and will also provide students with the ability to blend hard and soft skills in the challenging role of leading change.

COURSE NOTE

BADM 466 is an approved Experiential course for Cap Core requirements.
BADM 305 recommended

REQUIRED TEXTS AND/OR RESOURCES

John P. Kotter, Leading Change, Harvard Business School Press, 2012
William Bridges, Managing Transitions – Making the Most of Change, 3rd edition, Corporate & Professional Publishing Group, Addison-Wesley Publishing Company, 2009.

COURSE STUDENT LEARNING OUTCOMES

On successful completion of this course, students will be able to do the following:

1. Analyze and understand the forces for change
2. Assess organizational situations to determine if change is needed.
3. Distinguish between different types and terminologies of organization change.
4. Analyze the nature and significance of various impediments to organizational change (e.g. organization inertia, resistance to change).

5. Apply change management models and concepts.
6. Explain organizational change processes from multiple role perspectives.
7. Appraise the effectiveness of change management efforts.
8. Integrate specialist business skills into an overall organizational change program.
9. Apply leadership skills in class discussion and small group assignments.
10. Apply effective teamwork skills in class and small group assignments.
11. Apply effective conflict resolution skills in small group assignments.
12. Demonstrate respect and value for the diverse viewpoints and experiences in the classroom population.
13. Examine the ethnocentric values contained in the Canadian approach to Change Management.
14. Contrast a variety of global approaches to Change Management.

Students who complete this Experiential course will be able to do the following:

1. Critically reflect on their progress and development in the context of the course and assess the utility of the acquired knowledge, skills, and values in the learner's personal, academic, or professional trajectory.
2. Apply the skills and knowledge of a given discipline or professional context, including working collaboratively in both leadership and team roles.

COURSE CONTENT

Week	Topic
1	Business Context of Change Management; Organizational Readiness Assignment 1: Learning Journal
2	Kotter Change Management Model: Steps 1-4
3	Kotter Change Management Model: Steps 5-8 Assignment 1: Learning Journal Check in
4	Kotter Change Management Model Quiz Bridges Transitions Model
5	Bridges Transitions Model – Phase 1 Assignment 2: Change Management Example
6	Bridges Transitions Model – Phase 2 Assignment 1: Learning Journal Check in
7	Bridges Transitions Model – Phase 3 and Cases
8	Assignment 2: Change Management Example Presentations
9	Applied Summary Exam
10	Assignment 1: Learning Journal Video Presentations Assignment 3: Change Management Consultation Consulting Assignment
11	Assignment 3: Change Management Consultation Preparation
12	Assignment 3: Change Management Consultation Consulting Deliverable
13	Emerging Issues in Change Management
14-15	Final Exam Period (No Final Exam)

EVALUATION PROFILE

Assignment 1: Learning Journal	15
Kotter Change Management Model Quiz	15
Assignment 2: Change Management Example	20
Applied Summary Exam	20
Assignment 3: Change Management Consultation	20
Participation	10
Total	100%

Assignment 1: Learning Journal (15%)

- Team based. Using both the Change Management and Transitions Models, students will identify an agreed upon career habit to change or improve upon; track progress over the term and provide a video presentation of the experience for presentation in the class

Kotter Change Management Model Quiz: (15%)

- Done individually, the quiz will assess comprehension of the Kotter Change Management Model.

Assignment 2: Change Management Example (20%)

- Team based. Teams will identify an organization that has recently undergone change, create qualitative interview questions based on the Change Management and Transitions Models; interview the Change Manager; and prepare a report for presentation.

Applied Summary Exam: (20%)

- Done individually, students will be provided with a current Change Manager Job Posting, and answer knowledge and applied questions related to the posting.

Assignment 3: Consultation (20%)

- Team based. Teams will be given a consultation project and required to create, submit and present a business proposal (RFP) to the client. The proposal will show applied knowledge of the change management and transitions models.

Participation (10%)

- Marks will be awarded for professional participation in class discussions, activities, groups and online forums.

GRADING PROFILE

A+ = 90-100	B+ = 77-79	C+ = 67-69	D = 50-59
A = 85-89	B = 73-76	C = 63-66	F = 0-49
A- = 80-84	B- = 70-72	C- = 60-62	

Incomplete Grades

Grades of Incomplete “I” are assigned only in exceptional circumstances when a student requests extra time to complete their coursework. Such agreements are made only at the request of the student, who is responsible to determine from the instructor the outstanding requirements of the course.

Late Assignments

Assignments are due at the beginning of the class on the due date listed. If you anticipate handing in an assignment late, please consult with your instructor beforehand.

Missed Exams/Quizzes/Labs etc.

Make-up exams, quizzes and/or tests are given at the discretion of the instructor. They are generally given only in medical emergencies or severe personal crises. Some missed labs or other activities may not be able to be accommodated. Please consult with your instructor.

Attendance

Students are expected to attend all classes and associated activities.

English Usage

Students are expected to proofread all written work for any grammatical, spelling and stylistic errors. Instructors may deduct marks for incorrect grammar and spelling in written assignments.

Electronic Devices

Students may use electronic devices during class for note-taking only, as specified by the instructor.

On-line Communication

Outside of the classroom, instructors will (if necessary) communicate with students using either their official Capilano University email or Moodle; please check both regularly. Official communication between Capilano University and students is delivered to students' Capilano University email addresses only.

UNIVERSITY OPERATIONAL DETAILS**Tools for Success**

Many services are available to support student success for Capilano University students. A central navigation point for all services can be found at: <https://www.capilanou.ca/student-life/>

**Capilano University Security: download the [CapU Mobile Safety App](#)
Policy Statement (S2009-06)**

Capilano University has policies on Academic Appeals (including appeal of final grade), Student Conduct, Academic Integrity, Academic Probation and other educational issues. These and other policies are available on the University website.

Academic Integrity (S2017-05)

Any instance of academic dishonesty or breach of the standards of academic integrity is serious and students will be held accountable for their actions, whether acting alone or in a group. See policy and procedures S2017-05 Academic Integrity for more information: <https://www.capilanou.ca/about-capu/governance/policies/>

Violations of academic integrity, including dishonesty in assignments, examinations, or other academic performances, are prohibited and will be handled in accordance with the Student Academic Integrity Procedures.

Academic dishonesty is any act that breaches one or more of the principles of academic integrity. Acts of academic dishonesty may include but are not limited to the following types:

Cheating: Using or providing unauthorized aids, assistance or materials while preparing or completing assessments, or when completing practical work (in clinical, practicum, or lab settings), including but not limited to the following:

- Copying or attempting to copy the work of another during an assessment;
- Communicating work to another student during an examination;
- Using unauthorized aids, notes, or electronic devices or means during an examination;
- Unauthorized possession of an assessment or answer key; and/or,
- Submitting of a substantially similar assessment by two or more students, except in the case where such submission is specifically authorized by the instructor.

Fraud: Creation or use of falsified documents.

Misuse or misrepresentation of sources: Presenting source material in such a way as to distort its original purpose or implication(s); misattributing words, ideas, etc. to someone other than the original source; misrepresenting or manipulating research findings or data; and/or suppressing aspects of findings or data in order to present conclusions in a light other than the research, taken as a whole, would support.

Plagiarism: Presenting or submitting, as one's own work, the research, words, ideas, artistic imagery, arguments, calculations, illustrations, or diagrams of another person or persons without explicit or accurate citation or credit.

Self-Plagiarism: Submitting one's own work for credit in more than one course without the permission of the instructors, or re-submitting work, in whole or in part, for which credit has already been granted without permission of the instructors.

Prohibited Conduct: The following are examples of other conduct specifically prohibited:

- Taking unauthorized possession of the work of another student (for example, intercepting and removing such work from a photocopier or printer, or collecting the graded work of another student from a stack of papers);
- Falsifying one's own and/or other students' attendance in a course;
- Impersonating or allowing the impersonation of an individual;

- Modifying a graded assessment then submitting it for re-grading; or,
- Assisting or attempting to assist another person to commit any breach of academic integrity.

Sexual Violence and Misconduct

All Members of the University Community have the right to work, teach and study in an environment that is free from all forms of sexual violence and misconduct. Policy B401 defines sexual assault as follows:

Sexual assault is any form of sexual contact that occurs without ongoing and freely given consent, including the threat of sexual contact without consent. Sexual assault can be committed by a stranger, someone known to the survivor or an intimate partner.

Safety and security at the University are a priority and any form of sexual violence and misconduct will not be tolerated or condoned. The University expects all Students and Members of the University Community to abide by all laws and University policies, including B.401 Sexual Violence and Misconduct Policy and B.401.1 Sexual Violence and Misconduct Procedure (found on Policy page <https://www.capilanou.ca/about-capu/governance/policies/>)

Emergencies: Students are expected to familiarise themselves with the emergency policies where appropriate and the emergency procedures posted on the wall of the classroom.