POINT LOMA
NAZARENE UNIVERSITY

Fermanian School of Business

BLD 4050 Leading Organizational Change

3 Units

Spring 2023

Meeting days: Monday - Saturday	**Instructor title and name:** Dr. Judy Holmes
Meeting times: Online	**Phone:** 785-819-3309
Meeting location: Online	**E-mail:** jholmes1@pointloma.edu
Final Exam:	**Office location and hours:** Remote
Additional info:	**Additional info:**

PLNU Mission

To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Fermanian School of Business Mission

Character – Professionalism – Excellence – Relationships – Commitment - Innovation

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

COURSE DESCRIPTION

This course examines the emotional, theoretical, and practical issues of leading organizations through change. Topics include the nature of change, responses and resistance to change, ownership of change, and creating a culture of change. Emphasis is placed on understanding change theories and strategies to lead people through change.

COURSE LEARNING OUTCOMES

Upon completion of this course, students will be able to:
1. Describe the external and internal drivers of change, including the pressures and triggers of change.
2. Exhibit an understanding of theories, images, models, and approaches to change initiatives.
3. Analyze changes, processes, theories, and practices, including why effective visions and purposes are integral to the change process.
4. Assess the change process steps and the role of the change manager to lead a sustainable change initiative.
5. Develop competencies, skills, and knowledge to be a successful change leader

COURSE CREDIT HOUR INFORMATION

Note: To calculate the "estimated total hours" for the last blank space below, please multiply the number of units times 37.5.

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3 unit class delivered over 8 weeks. It is anticipated that students will spend a minimum of 37.5 participation hours per credit hour on their coursework. For this course, students will spend an estimated 112.5 total hours meeting the course learning outcomes. The time estimations are provided in the Canvas modules.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

Palmer, I. (2022). *Managing organizational change: A multiple perspectives approach* (4th ed.). McGraw-Hill Higher Education (US).

Kotter, J. P. (2012). *Leading change.* Harvard Business Review Press

ASSESSMENT AND GRADING

Sample assignment distribution by percentage:	Sample grade scale:	
- Weekly discussion questions 17% - Weekly papers 37.5% - Weekly Quizzes 16% - Group Project 7.5% - Self Assessment 2% - Final Exam 20%	A=93-100 A-=90-92 B+=87-89 B=83-86 B-=80-82 C+=77-79	C=73-76 C-=70-72 D+=67-69 D=63-66 D-=60-62 F=0-59

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned in extremely unusual circumstances.

SPIRITUAL CARE

Please be aware PLNU strives to be a place where you grow as whole persons. To this end, we provide resources for our students to encounter God and grow in their Christian faith.
At the Mission Valley (MV) campus we have an onsite chaplain, Rev. Gordon Wong, who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request with Rev. Wong you can contact him directly at mvchaplain@pointloma.edu or gordonwong@pointloma.edu. Rev. Wong's cell number is 808-429-1129 if you need a more immediate response.
In addition, on the MV campus there is a prayer chapel on the third floor which is open for use as a space set apart for quiet reflection and prayer.

STATE AUTHORIZATION (FOR FULLY ONLINE COURSES ONLY)

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma

Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map on State Authorization to view which states allow online (distance education) outside of California.

PLNU COPYRIGHT POLICY

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

PLNU ACADEMIC HONESTY POLICY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. Faculty should follow and students may appeal using the procedure in the university Catalog.

See the Academic Honesty Policy in the Graduate and Professional Studies Catalog for definitions of kinds of academic dishonesty and for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course and/or if they do not wish to utilize some or all of the elements of their AP in that course.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC.

SEXUAL MISCONDUCT AND DISCRIMINATION

Point Loma Nazarene University faculty are committed to helping create a safe learning environment for all students. If you (or someone you know) have experienced any form of sexual discrimination or

misconduct, including sexual assault, dating or domestic violence, or stalking, know that help and support are available through the Title IX Office at pointloma.edu/Title-IX. Please be aware that under Title IX of the Education Amendments of 1972, it is required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors at pointloma.edu/title-ix

COURSE MODALITY DEFINITIONS

1. In-Person: Course meetings are face-to-face with no more than 25% online delivery.

2. Online: Coursework is completed 100% online and asynchronously.

3. Online Synchronous: Coursework is completed 100% online with required weekly online class meetings.

4. Hybrid: Courses that meet face-to-face with required online components.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all **synchronous** class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions (virtual or face-to-face), the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university drop date or, after that date, receive the appropriate grade for their work and participation. In some courses, a portion of the credit hour content will be delivered **asynchronously** and attendance will be determined by submitting the assignments by the posted due dates. See [ADC Academic Policies in the Graduate and Professional Studies Catalog](). If absences exceed these limits but are due to university excused health issues, an exception will be granted.

Asynchronous Attendance/Participation Definition: A day of attendance in asynchronous content is determined as contributing a substantive note, assignment, discussion, or submission by the posted due date. Failure to meet these standards will result in an absence for that day. Instructors will determine how many asynchronous attendance days are required each week.

Students taking online courses are expected to attend each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes posting in a graded activity in the course. (Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.)

Students who do not attend at least once in any 3 consecutive days will be issued an attendance warning. Students who do not attend at least once in any 7 consecutive days will be dropped from the course retroactive to the last date of recorded attendance.

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor.

USE OF TECHNOLOGY

In order to be successful in your course, you'll need to meet the minimum technology and system requirements; please refer to the *Technology and System Requirements* information. Additionally, students are required to have headphone speakers, microphone, or webcams compatible with their computer available to use for any online or hybrid classes. Please note that any course with online proctored exams require a computer with a camera (tablets are not compatible) to complete exams online.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination **on its scheduled day**. No requests for early examinations or alternative days will be approved.

COURSE SCHEDULE AND ASSIGNMENTS

DATE PRESENTED	CLASS CONTENT OR ASSIGNMENT	ASSIGNMENT DUE DATE
Week 1	Introduce Yourself – 20 pts Let's take this opportunity to introduce ourselves to each other. Post a **photo** of yourself that illustrates something unique or interesting about you -- a hobby or interest, a unique life experience or background, a lifelong dream or personal goal, a hidden talent or skill, etc. Have fun with it! Post your introduction by **Wednesday** (worth 10 points), and then reply to at least **two** classmates by **Sunday** (10 points).	1/11/2023
	Chapter 1 Quiz – 20 pts	1/15/2023
	Week 1 Lecture and Discussion – 10 pts **Canvas Studio Interactions Assignment: Use the Canvas Studio comment tool Links to an external site.to answer any questions I pose in the lecture. In addition, you may ask your own questions, comment on something in the video, or answer another student's question. (Due Sunday, worth 10 points)**	1/15/2023
Week 2	Chapter 2 Quiz – 20 pts	1/18/2023
	Week 2 Lecture and Discussion – 20 pts	1/18/2023

	Canvas Studio Interactions Assignment: Use the [Canvas Studio comment tool](#) [Links to an external site.](#)**to answer the discussion question your instructor asks in the lecture video below. Then, reply to at least two of your classmates.** **Your initial response is due Wednesday (worth 10 points), and your two replies to classmates are due by Sunday (10 points).**	
	Self-Assessment – 20 pts Complete the Self-Assessment on pages 49-51 in our textbook. Then discuss your scores here, indicating your two highest scores. Explain how these images may be demonstrated in specific change situations. If your scores are similar, discuss what this means and how you may act differently in different situations. Also, respond to at least two of your classmates' posts. Your initial post is **due by Wednesday,** and your replies to two classmates are **due by** Sunday.	1/18/2023
	Interview Paper – 75 pts Conduct an interview of someone who has managed a change process or been directly involved in a change process. Design specific questions that you would like to ask them to evaluate the change process, the depth of change, any tensions or paradoxes that were evident, the image of change that the managers illustrated, and any crises that may have occurred during the change process. Once you have collected the information from the interview, prepare a paper to explain the type of change, including the context of the change, depth of the change, phase of the change, tensions or paradoxes, any crises that may have occurred, and their involvement with the change process. What other factors did you identify? What other conclusions can you draw from your interview about the effects of the change manager image(s) on the way that the interviewee approached the change management role? Your paper should be between 750-1000 words and be formatted in APA 7th edition, including a title page and a	1/22/2023

	reference page. Provide at least three resources to support your claims, ideas, and thoughts.	
	Group project Preparation certification This week your instructor will assign you to a group as you prepare for a case study research project due in Week 4. You. may read the assignment guidelines at the [Group Project assignment page](#). This week, you should contact your group members and set up a time to meet, select a case study to research, and make a plan for completing the project before the Week 4 deadline. **Type "complete" in the text box below to acknowledge that you have met with your group this week.**	1/22/2023
Week 3	Chapter 3 & 4 Quiz – 20 pts	1/25/2023
	Week 3 Lecture and Discussion – 20 pts **Canvas Studio Interactions Assignment: Use the [Canvas Studio comment tool](#) [Links to an external site.](#)to answer the discussion question your instructor asks in the lecture video below. Then, reply to at least two of your classmates.** **Your initial response is due Wednesday (worth 10 points), and your two replies to classmates are due by Sunday (10 points).**	1/25/2023
	Global Pandemic Organizational Change – 75 pts Research an organization that underwent some significant change during the Global pandemic. Then prepare a paper about this organization and the changes that it went through because of the pandemic. Identify the changes that this organization implemented because of the COVID-19 Pandemic; which changes were mandatory, and which were implemented on its own initiative? Were these changes temporary or permanent? Also, explain why the human resource management function is a critical function in this change. What is the long-term impact of these changes on the organization's processes and/or revenue?	1/29/2023

	Your paper should be between 750-1000 words and be formatted in APA 7th edition, including a title page and a reference page. Provide at least three resources to support your claims, ideas, and thoughts.	
Week 4	Chapter 5 Quiz – 20 pts	2/1/2023
	Week 4 Lecture and Discussion – 20 pts **Canvas Studio Interactions Assignment: Use the Canvas Studio comment tool Links to an external site.to answer the discussion question your instructor asks in the lecture video below. Then, reply to at least two of your classmates.** **Your initial response is due Wednesday (worth 10 points), and your two replies to classmates are due by Sunday (10 points).**	2/1/2023
	Group Project – 75 pts Work as a team, based on members assigned by the instructor to analyze one of the following organizations: • **Kodak:** Dominated the film market during the majority of the 20th century, but with accelerated data transformation and self-printing capabilities, they failed to remain a leading provider of film and cameras. • **Blockbuster:** Primarily a video rental business, failed to adapt to competition and technological advancements • **Blackberry Motion:** The organization first introduced a line of smartphones and tablets in 1998. They changed the mobile industry by offering a device with a keyboard. A few years later the industry focused on more touchscreens, and they failed to adapt. • **RadioShack:** The retailer specialized in electronics and was at its' peak in 1999. However, they did not stay innovative and competitors such as Amazon and Walmart gained market share. • **Pan American World Airlines:** Was once known as an airline before its time. However, they had reputational setbacks due to tragic accidents and terrorist attacks. Customers lost	2/5/2023

trust and began associating the airline as being unsafe.

- **JCPenney:** One of the last remaining department stores, which had a very successful catalog business. As the market changed, they lost their market share, could not adapt, and lost millions.
- **Tie Rack**: A British tie retailer founding in 1981. They specialized in scarves, ties, and cufflinks. They didn't have a strong consumer market

After researching the selected organization and its' failure(s), your team will produce a presentation to answer these questions:

- What internal or external pressures were evident?
- How did they fail to innovate effectively?
- Were these failed innovations Planned or Emergent; Incremental or Transformational; and were they Sustaining or Disruptive innovations? What factors led your team to these conclusions?
- If you could go back in time and change something, what would be the change that you would initiate? Also, discuss how the culture could impact the change initiative.

Using one of the diagnostic models discussed in Chapter 4 (Six-Box Model, 7-S Model, Star Model, Four-Frame Model, Gap Analysis, PESTLE framework, etc), give a visual demonstration of how this organization **should** have approached the question "What to Change?".

Provide a slide with your reflections and conclusions and a final slide with your resources, which would require at least 4 resources to support the research, change initiatives, and diagnostic model.

Have one member of your group submit the completed presentation file here by Sunday. Your presentation should:

	- Evaluate one of the listed organizations according to the four questions above. - Include a visual demonstration of how the organization should have approached change, based on one of the diagnostic models in Chapter 4. - Provide a slide with overall reflections and conclusions. - Provide a final slide with resources/references	
Week 5	Chapter 6 & 7 Quiz – 20 pts	2/8/2023
	Week 5 Lecture and Discussion – 20 pts **Canvas Studio Interactions Assignment: Use the Canvas Studio comment tool Links to an external site.to answer the discussion question your instructor asks in the lecture video below. Then, reply to at least two of your classmates.** **Your initial response is due Wednesday (worth 10 points), and your two replies to classmates are due by Sunday (10 points).**	2/8/2023
	Communication Plan – 75 pts Assume that you are the owner of a small manufacturing company. Your company has produced parts for the airline industry for over 50 years. The company consists of 25 workers on the production side and 5 individuals on the administrative (sales & office) support staff. The parts which you produce have changed only slightly so the company has continued to use the slower, older machines on the production line. Likewise, the older machines have caused a large amount of waste in scrap metal and have forced your company to increase its prices over the last few years. Recently, the manufacturing industry has become more competitive, and you have lost some large contracts to organizations that are selling the same parts for less. You are seeing reduced revenues because of the lost contracts and inefficiencies due to the slower machines and the unacceptable amount of waste. The company had a forced 2-week shutdown to reduce overhead costs. But this wasn't enough to cover the reductions in revenue. Business is slowing down and the employees are feeling as if there will be layoffs if the business doesn't improve. You cannot raise the prices of your products any higher.	2/12/2023

You need to reduce the overall price structure but the only way to do that is to invest in capital improvements to the equipment on the production line to increase the quantity produced and reduce waste.

Therefore, you have made the decision to purchase the new equipment that will improve the speed at which the parts can be produced and will reduce the percentage of waste that has been costing your company in excess. The new machines cost $250,000, but with the increase in production and the reductions of waste that this equipment will bring, the return on investment is forecasted to take 10 months of production at the current product sales rate. These newer machines will bring additional efficiencies to the organization, and it will not take as many individuals to produce the same number of parts. You still need to reduce the company's overhead expenditures in the short-term until you can build back up the product sales and contracts. You have made the decision to lay-off 5 of the last hired workers in the plant to remain profitable with the hopes of getting new contracts soon to be able to rehire these talented (and trained) individuals, which will help with increase product demands on the production side.

Prepare a paper that details the following on this case study:

- Summarize your communication plan regarding the pending changes
    - Communication and change implementation timeline
    - Explain the communication strategy you will use and why.
    - Explain the leadership style used to communicate the changes. Why did you use this style?
    - Detail how you will align the communication language to the change process
    - Will social media play a part in the communication plan?
    - Discuss the emotions that will be involved in the decision-making process (for you) and whether these

	emotions are important to be shown to others during your communications
	
	    ○ What about the emotions of the employees, how do you take their emotions into account in your communications plan?
	
	    ○ Explain all steps you will take to ensure that this change process is successful
	
	• Finally have a reflective paragraph that summarizes what the most difficult steps will be in this change process for you, as the company leader. Why? How do you balance your emotions with rational, business-like thoughts?
	
	Your paper should be between 750-1000 words and be formatted in APA 7th edition, including a title page and a reference page. Provide at least three resources to support your claims, ideas, and thoughts.	

Week 6	Chapter 8 Quiz – 20 pts	2/15/2023
	Week 6 Lecture and Discussion – 20 pts **Canvas Studio Interactions Assignment: Use the Canvas Studio comment tool Links to an external site.to answer the discussion question your instructor asks in the lecture video below. Then, reply to at least two of your classmates.** **Your initial response is due Wednesday (worth 10 points), and your two replies to classmates are due by Sunday (10 points).**	2/15/2023
	Resistance to Change – 75 pts Utilizing the Change Management Case scenario from the Week 5 Communication Plan assignment, answer the following questions and explain your reasoning: 1. What are some of the potential resistances to this change scenario that the employees will probably have and how should the owner and managers overcome these specific resistances?	2/19/2023

	2. What specific actions can the owner have to build a commitment to the changes and make this process more attractive to the employees? 3. What strategies would you recommend the owner use in this scenario? Ensure that you provide at least **two resources** to support your ideas and claims, at the minimum use Kotter's (2012) *Leading Change* as one of your resources.	
Week 7	Chapter 9 & 10 Quiz – 20 pts	2/22/2023
	Week 7 Lecture and Discussion – 20 pts **Canvas Studio Interactions Assignment: Use the Canvas Studio comment tool Links to an external site.to answer the discussion question your instructor asks in the lecture video below. Then, reply to at least two of your classmates.** **Your initial response is due Wednesday (worth 10 points), and your two replies to classmates are due by Sunday (10 points).**	2/22/2023
	Anchoring the Change – 75 pts Cultural change occurs at the end of a change transformation. Once the culture change occurs, then the change process has the ability to be sustained within the organization. Culture can not be changed easily as it is the culmination of the values, beliefs, attitudes and behaviors of those individuals within the organization that make up the organization's culture. After reviewing the reading material this week, especially Chapter 10 in Kotter (2012), discuss how, as the change manager, you can have an impact on changing the culture within the organization to ensure that the change is firmly anchored in the organization's new culture. In this paper, discuss what steps you may have to take to realign the organization's culture. Your paper should be between 750-1000 words and be formatted in APA 7th edition, including a title page and a reference page. Provide at least three resources to support your claims, ideas, and thoughts.	2/26/2023

Week 8	Chapter 11 & 12 Quiz – 20 pts	3/1/2023
	Week 8 Lecture and Discussion – 20 pts **Canvas Studio Interactions Assignment: Use the [Canvas Studio comment tool](#) [Links to an external site.](#)to answer the discussion question your instructor asks in the lecture video below. Then, reply to at least two of your classmates.** **Your initial response is due Wednesday (worth 10 points), and your two replies to classmates are due by Sunday (10 points).**	3/1/2023

	Change Implementation – Final Paper – 200 pts
	
	Prepare your final paper presenting a change initiative for an organization. The organization you chose to present this change initiative on should be one that you are very familiar with. It is recommended that this organization be where you currently work or have worked in the past, so you have the knowledge of the organization. Your paper should consist of at least 6 supporting resources including Kotter's (2012) *Leading Change* and our textbook by Palmer et al. (2021). Your paper should cover the following sections:
	
	• An overview of the organization; including mission, vision, goals, and organizational structure (1-2 pages)
	• Review of what is happening now, why it is not working as effectively as it could, and what changes are needed (1-2 paragraphs)
	• Change initiative detail. In this section you will discuss the change initiative; covering at the minimum these areas (This will be the main section of your paper and should consist of at least 3-4 pages of content):
	    o describe in more detail what the change initiative will be and the process to implement the change,
	    o how the change initiative relates to the organization's vision, purpose, and mission statements
	    o what results are expected,
	    o timelines,
		3/5/2023

- o   what the communication plan will be to the organization before, during and after implementation,
- o   who specifically will be involved with the initiative,
- o   what strategies you would suggest using to overcome potential resistance to the change,
- o   initiatives that may be needed to sustain the change within the organization.
- Conclusion

Your paper should be between 1500-2000 words and be formatted in APA 7th edition, including a title page and a reference page. Provide at least six resources to support your research, claims, ideas, and thoughts. Two of the resources should be the two books that we have reviewed for this course (Kotter, 2012; Palmer et al., 2022)