



Fermanian School of Business

LDR 6060

3 Units

Managing in a Changing Environment

Spring 23

Meeting days: Online	Instructor title and name: Dr. Frank Marshall
Meeting times: Variable	Phone: 619-371-6148
Meeting location: Online	E-mail: fmarshall@pointloma.edu
Final Exam: Online By March 5, 2023	Office location and hours: ZOOM
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 explores how high performance in organizations is related to the ability to adapt to changing internal and external needs, and the impact of values upon the success of the organization. Students will examine the environmental, structural, and human dynamics of organizational change, including factors bearing on organizational rigidity or flexibility. The role of leaders in implementing collaborative change processes is stressed along with a study of strategies for involving others in the design and execution of change projects in a technologically and culturally changing world.

COURSE LEARNING OUTCOMES

Upon completion of this course, students will be able to:

1. Exhibit an understanding of the change management process (PLO 1).
2. Discuss the role of environment, structure and human dynamics in managing organizational change (PLO 1 & A1).
3. Analyze problems in a firm and propose possible solutions (PLO 2 & 3).

4. Present recommendations through effective written and verbal communication (PLO 6).
5. Demonstrate the ability to add value in a high performing team (PLO 7).
6. Analyze the impacts of change management processes on stakeholders from an ethical perspective (PLO 5).

COURSE CREDIT HOUR INFORMATION

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 114 total hours meeting the course learning outcomes. The time estimations are provided in the Canvas modules.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

1. Bolman, L. G., & Deal, T. E. (2017). *Reframing organizations: Artistry, choice, and leadership* (6th ed.). San Francisco CA: Wiley. Please note, this text and edition is free through Ryan Library. The title link will take you to the Library's source, but you will have to log in. You are free to get a physical copy as you wish. If you buy a physical copy please ensure you get the 6th edition.
2. Kotter, J. P., Akhtar, V. & Gupta, G. (2021). *Change*. Hoboken NJ: Wiley and Sons. This book must be purchased, it is not available in the Library: https://www.amazon.com/Change-Organizations-Hard-Imagine-Uncertain/dp/1119815843?ref_ast_sto_dp
3. Please get a student digital subscription to the Wall Street Journal.
5. Publication Manual of the American Psychological Association, Seventh Edition (2020)- Recommended
6. Supplemental and if interested in a professional certification: Hiatt, J.M. (2006). *Adkar: A model for change in business, government and our community*. Fort Collins, CO: Prosci Research. At <https://www.amazon.com/ADKAR-Change-Business-Government-Community/dp/1930885504>

ASSESSMENT AND GRADING

We will begin a process to uncover our personal leadership strengths. Part of any successful course is the willingness of the student to fully engage in the learning opportunities presented. For LDR6060, each student will be required to:

1. Clifton Strength Finders (50 points) :

MEETING - CliftonStrengths Coaching

Each student will take part in a 50-minute one-on-one personal CliftonStrengths coaching session. The session will be designed to help the student understand the results of the StrengthsFinder assessment and how her/his personal themes can be developed into strengths to accomplish personal/professional goals. This “discovery” process is designed to help you gain a greater level of self-awareness and to launch your self-management strategy while in the Point Loma Nazarene University MBA program.

PAPER – Self Awareness/Management

As a result of the Clifton Strengths coaching session, you will write a brief self- awareness/management reflection paper. In the paper, you must interpret your Clifton Strengths to tell the story of who you are, what makes you unique and what you want to become. Then, you will share your action plan for how you will use your Strengths to achieve the goals that you set for yourself in the MAOL. The hope is that you will consider and share in the paper how you can leverage your strengths to grow into a person with a strong sense of self, a vision for your future and capabilities to fulfill your personal calling. The paper should be approximately one thousand words. This is an all or nothing assignment. You will earn 50 points if you follow through on the coaching experience and submit a professional, thoughtful and grammatically correct paper.

Here is a point for reflection on your learning journey...if you were undergrads I'd include a note like this...

“You will earn 0 points if you do not submit your reports on time to Gayle Wiese, or do not show up for your appointment and/or do not submit a personal self-awareness management paper.”

But you are graduate students so let's accentuate the positive opportunities....

Prior to scheduling your individual session, Rev. Gayle Wiese, our Gallup Certified Strengths Trainer will meet with our class and explain how the training will work and what our goals should be. This will happen in the first three weeks of class. At that time, we will set the timetable for the remainder of this assignment.

Assignments:

- StrengthFinders – 50 Points
- 5 short case assignments – Week 3, 6, 9, 12, 15 80 Points Each or 400 Points.
- Midterm essay covering structural and human resource frames from Bolman and Deal – 150 Points or 15%
- Final essay covering political, symbolic, and leadership from Kotter, Bolman and Deal – 200 Points).
- Canvas Video Discussion Board 104 points. Bolman And Diehl posts 1 post a week for 8 weeks 13 pts each
- Canvas Video Discussion Board 96 points. Kotter posts 1 post a week for 8 weeks 12 pts each

Sample grade scale:

A=93-100	C=73-76
A-=90-92.	C-=70-72
B+=87-89.	D+=67-69
B=83-86.	D=63-66
B-=80-82	D-=60-62
C+=77-79.	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

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our graduate 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.

STATE AUTHORIZATION

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

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

1	<i>Week 1 is a Light Week</i> <i>Introduction to Course</i>	1. Bolman and Diehl CH 1 and 2.Video overview	1.Video chapter lecture	
2	Structural	1. Bolman and Diehl Ch 3,4,5 2.Kotter Ch 1, 2	1. Video chapter lectures (separate videos for each book) 2	1.Short Case assessment
3	Human Resources	1. Bolman and Diehl Ch 6,7,8 2 Kotter Ch 3 .	1.Video chapter lectures (separate videos for each book)	1.Short Case assessment
4	Political	1.Bolman and Diehl Ch 9,10, 11 2 Kotter Ch 4 .	1.Video chapter lectures (separate videos for each book)	1.Strength Finder essay After consult with strength coach 2. Short Case assessment

5	Symbolic	1. Bolman and Diehl Ch 12,13,14 2 Kotter Ch 5	1.Video chapter lectures (separate videos for each book)	1.Mid term Essay on B and D readings Structura and human resources
6	Integrating for effective practice and Opportunities and Perils	1. Bolman and Diehl Ch 15,16 2 Kotter Ch 6	1.Video chapter lectures (separate videos for each book)	1. Short Case assessment
7	Leadership and Change in Orgs	1. Bolman and Diehl Ch 17,18 2 Kotter Ch 7	1.Video chapter lectures (separate videos for each book)	1.Short Case assessment
8	. Ethics and Wrapping it up	Bolman and Diehl Ch 19,20 2 Kotter Ch 8,9	1.Video chapter lectures (separate videos for each book)	1.Final Essay Political, symbolic, and leadership