Western Continuing Studies

MANAGING CHANGE
BSMG6218

Course Outline

Description:
Organizations operate in increasingly dynamic environments where change represents the norm rather than the exception. Leaders and organizations need to understand how to effectively analyze the need for change and determine the most appropriate strategies for implementation.
This course develops an understanding of change management concepts to assist leaders in making appropriate management decisions affecting the future directions of their organizations. The complexities of change present real challenges for managers and leaders; hence, challenges for managers and leadership in times of change are also addressed.

Topics

- Change management competencies versus creating organizational change capability.
- The complexities of change and the challenges faced by leaders
- Change and organizational culture; strategies for overcoming resistance to change
- Organizational readiness and risk assessment

Course Objectives

1. Demonstrate advanced understanding of theories of planned change, a range of established change management approaches and their applicability in organizational settings.
2. Assume a leading role in evaluating organizational and behavioural issues affecting the change process and recommend strategies to combat these issues.
3. Critically analyze organizational issues concerning a change initiative.
4. Formulate and effectively communicate a change initiative strategy for an organization.

Textbook

No purchased textbook is required. Many concepts are available via the open-access textbook: *Focusing on Organizational Change* via https://saylordotorg.github.io/text_focusing-on-organizational-change/. Other readings and materials will be distributed through OWL.

Evaluation
This is a graded course. Evaluation will be based on the completion of the following assignments:

1. Forum Post - Change as a capability 25%
2. Forum Post – Change and organizational culture 25%
3. Change Readiness Report 50%

This course outline is a sample only and is subject to change.

*Please see *Assignment Details* for a breakdown.

Grading

A+	90-100	One could scarcely expect better from a student at this level
A	80-89	Superior work which is clearly above average
B	70-79	Good work, meeting all requirements, and eminently satisfactory
C	60-69	Competent work, meeting requirements
D	50-59	Fair work, minimally acceptable
F	below 50	Fail

Notes on assignments (papers and reports):

- Must be academic in style and content
- Must have a clear focus
- Must present ideas in a logical and well thought-out flow
- Arguments, analysis and conclusions must be based on clearly identified research and sources
- Must cite all references from other sources
- Must be in paragraph format
- Must be double-spaced, and typewritten
- Must follow APA style

Policy on Cheating and Academic Misconduct:

Academic honesty is a cornerstone of conduct at Western University. We cannot have freedom of expression without integrity. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences; please refer to the section on "Scholastic Offences" in the current University Academic Calendar, or on the web at http://www.westerncalendar.uwo.ca. Such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course any academic work for which credit has previously been obtained or is being sought in another course in this University or elsewhere (without the knowledge and approval of the instructor to whom the work is submitted). Students enrolled in non-degree courses are expected to abide by the University's code of conduct.

Code of Student Conduct:

The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at Western University, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow. For the complete Code of Student Conduct: http://www.uwo.ca/univsec/pdf/board/code.pdf.

Plagiarism:

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between Western University and Turnitin.com (http://www.turnitin.com).

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How often will the instructor communicate with me?
The instructor will reply back within 24 hours of all emails. If you have any questions about the course, please use the course questions discussion forum or contact me via email. The OWL course site will provide more detailed information about office hours and contact information.

Policy on Late Assignments:
The late assignment policy entails a 5% per day deduction, including weekends, up to a maximum of 5 days, after which assignments will not be accepted and a grade of zero will be assigned unless documentation for accommodation has been provided in advance.

When will I receive my grades?
Final grades will be available two weeks after the last scheduled day of the course. A grade report can be printed from myWCS.

How do I hand in assignments?
All assignments will be submitted electronically through OWL using the assignment tool. Failure to meet deadlines without the instructor's written permission will be subject to the late assignment policy. It is the student's responsibility to ensure that all assignments forwarded to the instructor arrive before the due date. If you experience difficulty in submitting assignments through OWL, you are responsible for contacting the instructor and arranging an alternate method of delivery (e.g. e-mail attachment) for the assignment.

Western Digital Badge
If you have met the course requirements for this Western approved micro-credential, you will receive an email from MyCreds to claim your digital badge. Badges are embedded with data that verifies your skills and achievements. Share them with your employer, on LinkedIn and other social media sites.

Course Schedule

Week	Topic	Learning Objective	Assessment
1.	Topic 1: Change as a Capability	1	Graded forum post (25%)
2.	Topic 2: Change and the organization	1, 2	
3.	Topic 3: Change and the Leader	1, 2	
4.	Topic 4: Change and the follower	3	
5.	Topic 5: Change and organizational culture	1, 2, 3	Graded forum post (25%)
6.	Topic 6: Change and disruption	1, 3	
7.	Final Assignment – Change Readiness Report	1, 2, 3, 4	Change readiness report (50%)

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