Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

COURSE DESCRIPTION AND OUTCOMES

Course Description:

Analysis of the dynamics of change and the importance of innovation within modern organizations. Emphasis on how managers can develop a culture receptive to new ideas, products, processes, and systems for improving organizational performance.

Course Overview:

Today's business environment produces change in the workplace more suddenly and frequently than ever before. Mergers, acquisitions, new technology, restructuring, and downsizing are all factors that contribute to a growing climate of change, reorganization, and uncertainty for today's businesses.

This course explores these areas in detail by introducing students to the stories of change and the challenges in managing change, while examining the need for organizational change in today's highly competitive business climate. The course also analyzes the factors associated with effective organizational change, why there can be resistance to change, and the requirements for successful change implementation. Another important focus of the course is developing the link within a company between vision and the requirements surrounding change, which is necessary to keep a company viable in a highly competitive global economy. Finally, students will have the opportunity to better understand how change is communicated and sustained within a business organization—as communication and sustainability are critical to achieving meaningful change—while also learning how to use change to create new business possibilities for organizations.

Course Learning Outcomes:
1. Describe the complexity of change in light of organizational elements and limitations.
2. Explain the concepts and differences of management as control and management as shaping.
3. Identify the images of managing change and relate them to the constructs of management control and shaping.
4. Explain how and why environmental pressures drive organizations toward change.
5. Assess the use of diagnostic models and assess one model's usefulness with various types of change.
6. Describe the importance of an organization's vision to the effectiveness of managing change.
7. Illustrate the concept of embedded change in an organization using a real-world example.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:

Palmer, I., Dunford, R., & Akin, G. (2016). *Managing organizational change: A multiple perspectives approach* (3rd ed.). New York, NY: McGraw Hill. ISBN-13: 9780073530536

NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

COURSE SCHEDULE

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday at 11:59 p.m. MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the Opening Exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The Opening Exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake Mastery Exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- · Chapter 1 in *Managing Organizational Change*
- · Packard, T. (2017). Tactics for successful organizational change in a youth and family services agency. *Children and Youth Services Review, 81*, 129-138.

Watch the videos:

- · Todnem By, R. (2016). *Segment 5: What are some critical elements in the success of organizational change? [Video file]. Retrieved from SAGE Video.*

- Oswick, C. (2016). *Discourse-oriented modes of organizational change* [Video file]. Retrieved from SAGE Video.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (60 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Your Story and Change Lessons
Change is part of our personal and professional lives. It can be stressful, enlightening, dramatic, or transformational depending upon the circumstances. Think about an experience from your professional or personal life that involved change and was particularly memorable.

The required textbook reading this week describes these memorable experiences as *stories*. Reflect on your personal change experience (story) and draw upon the course materials to objectively describe it based on the following:

- Describe the change *story* and explain why it is memorable.
- Compare and contrast it with the change lessons outlined in the *Managing Organizational Change* textbook.
- Describe whether the change lessons in your story are useful for facing future changes in which you might be involved. Explain how the lessons are transferable or not.

The length and formatting requirements are as follows:
- Your paper must be 3 to 4 pages in length, excluding the cover and references pages.
- Include a cover page, section headers, an introduction, a conclusion, and a references page. Use the APA Template Paper as a resource.
- Format your paper according to the *CSU-Global Guide to Writing and APA*.
- Include a minimum of three sources to support your positions, claims, and observations, two of which should be academic, peer-reviewed sources, in addition to the textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the *Business Management & Administration Research Guide* in the CSU-Global library. Here you can:
- Locate a variety of sources dealing with ethics, Corporate Social Responsibility (CSR), and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Review the Critical Thinking Assignment rubric in the Module 1 folder for details regarding grading standards.

Option #2: An Organization's Story and Change Lessons
Change can be stressful, enlightening, dramatic, or transformational depending upon the circumstances. Locate a story about change in your professional field and include the following details about the change in your paper:

- Describe the change story and explain why it is memorable.

- Compare and contrast it with the change lessons outlined in the *Managing Organizational Change* textbook.
- Describe whether the change lessons in the story are useful for facing future changes in which you might be involved. Explain how the lessons are transferable or not.

The length and formatting requirements are as follows:
- Your paper must be 3 to 4 pages in length, excluding the cover and references pages.
- Include a cover page, section headers, an introduction, a conclusion, and a references page. Use the APA Template Paper as a resource.
- Format your paper according to the *CSU-Global Guide to Writing and APA*.
- Include a minimum of three sources to support your positions, claims, and observations, two of which should be academic, peer-reviewed sources, in addition to the textbook. The CSU-Global library is a great place to find these resources.

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- Locate a variety of sources dealing with ethics, Corporate Social Responsibility (CSR), and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Review the Critical Thinking Assignment rubric in the Module 1 folder for details regarding grading standards.

Mastery Exercise (10 points)

Module 2

Readings

· Chapter 2 in *Managing Organizational Change*
· Septer, T. (2017). *Goal priorities, cognition and conflict: Analyses of cognitive maps concerning organizational changes* (Master's Thesis). Groningen: University of Groningen.

Watch the videos:

· Schafer, J. (2017). *Segment 1: Understanding change* [Video file]. Retrieved from SAGE Video.
· Schafer, J. (2017). *Segment 2: The challenge of change.* [Video file]. Retrieved from SAGE Video.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (60 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: The Turnaround Story at Leonard Chesire (Exercise 2.2)
Read "The Turnaround Story at Leonard Cheshire" case study (linked in course) from the *Managing Organizational Change* textbook. Address the following in an essay:

- Describe the new organizational image that Claire Pelham promoted.
- Evaluate the role of the change leader based on what you learned from this story.
- Apply the lessons you learned from this story about managing organizational change to another organization in another sector.

The length and formatting requirements are as follows:
- Your paper must be 3 to 4 pages in length, excluding the cover and references pages.
- Include a cover page, section headers, an introduction, a conclusion, and a references page. Use the APA Template Paper as a resource.
- Format your paper according to the *CSU-Global Guide to Writing and APA*.
- Include a minimum of three sources to support your positions, claims, and observations, two of which should be academic, peer-reviewed sources, in addition to the textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the *Business Management & Administration Research Guide* in the CSU-Global library. Here you can:
- Locate a variety of sources dealing with ethics, Corporate Social Responsibility (CSR), and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Review the Critical Thinking Assignment rubric in the Module 2 folder for details regarding grading standards.

Option #2: Self-Assessment
Complete the self-assessment in Chapter 2 of the textbook. Then, write a narrative essay that:

- Reports your score.
- Identifies your dominant images.
- Explains your thoughts on the four questions at the end of the self-assessment.

While this is a reflective assignment, you must support your responses with citations as directed below.

The length and formatting requirements are as follows:
- Your paper must be 3 to 4 pages in length, excluding the cover and references pages.
- Include a cover page, section headers, an introduction, a conclusion, and a references page. Use the APA Template Paper as a resource.
- Format your paper according to the *CSU-Global Guide to Writing and APA*.
- Include a minimum of three sources to support your positions, claims, and observations, two of which should be academic, peer-reviewed sources, in addition to the textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the *Business Management & Administration Research Guide* in the CSU-Global library. Here you can:
- Locate a variety of sources dealing with ethics, Corporate Social Responsibility (CSR), and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Review the Critical Thinking Assignment rubric in the Module 2 folder for details regarding grading standards.

Mastery Exercise (10 points)

Module 3

Readings

· Chapters 3 & 4, *Managing Organizational Change*
· Gerbec, M. (2017). Safety change management - A new method for integrated management of organizational and technical changes. *Safety Science, 100*(Part B), 225-234.
· Giovanita, D., & Mangundjaya, W. L. (2017). Transformational leadership vs change self-efficacy and its impact on affective commitment to change. *Journal of Management and Marketing Review, 2*(4), 13-18.

Watch the videos:

· Clegg, S. (2016). *Segment 4: How and why would the dimensions of organizations structure change?* [Video file]. Retrieved from SAGE video.
· Prendismo (Producer). (2004). *Norb Mayrhofer shares thoughts on making a transformational change in a large organization* [Video file]. Retrieved from Academic Video Online: Premium database.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (60 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: The Capital One Financial Story (Exercise 4.1)
Read the "The Capital One Financial Story" case study (linked in course) in the *Managing Organizational Change* textbook. Write an essay that addresses the following:

- The "built-to-change" model has been promoted as desirable for most, if not all, organizations. Describe the advantages for an organization. Be specific.
- Describe the disadvantages for an organization. Be specific.
- From the perspective of an individual employee, contrast the advantages and disadvantages of working for a "built-to-change" organization.
- From the perspective of an individual employee, describe the potential disadvantages of working for a built-to-change organization.
- Evaluate whether the "built-to-change" model is right for all organizations today or not.

The length and formatting requirements are as follows:
- Your paper must be 3 to 4 pages in length, excluding the cover and references pages.
- Include a cover page, section headers, an introduction, a conclusion, and a references page. Use the APA Template Paper as a resource.
- Format your paper according to the *CSU-Global Guide to Writing and APA*.
- Include a minimum of three sources to support your positions, claims, and observations, two of which should be academic, peer-reviewed sources, in addition to the textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the *Business Management & Administration Research Guide* in the CSU-Global library. Here you can:
- Locate a variety of sources dealing with ethics, Corporate Social Responsibility (CSR), and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Review the Critical Thinking Assignment rubric in the Module 3 folder for details regarding grading standards.

Option #2: Types of Change
Module 3 introduced the following types of change: first-order, second-order, transformational, downsizing, technological, and mergers and acquisitions. Select one of these types of change and locate a scholarly research article about it from the CSU-Global library. Prepare a 6-slide PowerPoint presentation that includes the following:

- Slide 1: Title slide with the title of the article, your name, CSU-Global, and the date.
- Slide 2: The title of the article, the type of change being addressed, and the purpose or problem that the study addressed.
- Slide 3: How the study was conducted, the number of organizations or people involved in the study, how data was collected and analyzed, and other related details.
- Slide 4: The findings and implications of the study.
- Slide 5: Your reflections regarding what you learned.
- Slide 6: A full APA citation for the article with URL.

The length and formatting requirements are as follows:
- Your presentation should contain 6 slides, as indicated above.
- List bulleted points rather than using entire sentences.
- The font size should be no smaller than 20 point.
- Format your presentation according to the *CSU-Global Guide to Writing and APA*.

Throughout this course, be sure to use the *Business Management & Administration Research Guide* in the CSU-Global library. Here you can:
- Locate a variety of sources dealing with ethics, Corporate Social Responsibility (CSR), and business management.
- Gather information specific to different aspects of business ethics.
- Use the sample PowerPoint presentation as a model (linked below).
- Access writing and citing help.

Review the Critical Thinking Assignment rubric in the Module 3 folder for details regarding grading standards.

Mastery Exercise (10 points)

Module 4

Readings

· Chapters 5 & 8 in *Managing Organizational Change*
· Lloyd, A. (2017). Ideology at work: Reconsidering ideology, the labour process and workplace resistance. *The International Journal of Sociology and Social Policy, 37*(5/6), 266-279.

Watch the videos:

· Dewett, T. (2013, November 26). *Engaging the resisters* [Video file]. Retrieved from Lynda.com.
· Hagemann, B. (2018, May 10). *Overcoming resistance* [Video file]. Retrieved from Lynda.com.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (60 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Diagnostic Model Analysis
Leaders and managers use diagnostic models to understand the magnitude of change and the processes and systems that may be impacted.

After a diagnostic model is used to assess the magnitude of change and how the organization will be impacted, change strategies can then be determined. An analogy can be made to the diagnosis of an illness. Think about the patient who comes to the doctor with a sore throat. The doctor runs a battery of tests indicating that a streptococcus infection exists, for example. The diagnosis has been made and a strong antibiotic is prescribed. Similarly, managers may use a diagnostic model as a doctor uses tests— to make a diagnosis and select strategies accordingly.

Select a diagnostic model identified in the Module 4 lecture or a model of your choice. Write an essay that:
- Identifies the model.
- Describes the components of the model and their relationship to each other.
- Assesses whether the diagnostic model you chose is appropriate for all or any of the types of changes discussed in Module 3.

The length and formatting requirements are as follows:
- Your paper must be 3 to 4 pages in length, excluding the cover and references pages.
- Include a cover page, section headers, an introduction, a conclusion, and a references page. Use the APA Template Paper as a resource.
- Format your paper according to the *CSU-Global Guide to Writing and APA*.
- Include a minimum of three sources to support your positions, claims, and observations, two of which should be academic, peer-reviewed sources, in addition to the textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the *Business Management & Administration Research Guide* in the CSU-Global library. Here you can:
- Locate a variety of sources dealing with ethics, Corporate Social Responsibility (CSR), and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Review the Critical Thinking Assignment rubric in the Module 4 folder for details regarding grading standards.

Option #2: Diagnostic Model in Action
Leaders and managers use diagnostic models to understand the magnitude of change and the processes and systems that may be impacted.

After a diagnostic model is used to assess the magnitude of change and how the organization will be impacted, change strategies can then be determined. An analogy can be made to the diagnosis of an illness. Think about the patient who comes to the doctor with a sore throat. The doctor runs a battery of tests indicating that a streptococcus infection exists, for example. The diagnosis has been made and a

strong antibiotic is prescribed. Similarly, managers may use a diagnostic model as a doctor uses tests—to make a diagnosis and select strategies accordingly.

Select a diagnostic model identified in the Module 4 lecture or a model of your choice. Write an essay describing a professional situation in which you saw this diagnostic model used. In your essay:

- Identify the model
- Describe the components of the model and their relationship to each other.
- Assesses whether the diagnostic model you chose is appropriate for all or any of the types of changes discussed in Module 3.

The length and formatting requirements are as follows:
- Your paper must be 3 to 4 pages in length, excluding the cover and references pages.
- Include a cover page, section headers, an introduction, a conclusion, and a references page. Use the APA Template Paper as a resource.
- Format your paper according to the *CSU-Global Guide to Writing and APA*.
- Include a minimum of three sources to support your positions, claims, and observations, two of which should be academic, peer-reviewed sources, in addition to the textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the *Business Management & Administration Research Guide* in the CSU-Global library. Here you can:
- Locate a variety of sources dealing with ethics, Corporate Social Responsibility (CSR), and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Review the Critical Thinking Assignment rubric in the Module 4 folder for details regarding grading standards.

Mastery Exercise (10 points)

Portfolio Milestone (25 points)
Portfolio Project Paper Outline
Regardless of which Portfolio Project you have chosen, this week you must complete and submit a one-page outline. Preparing an outline for your Portfolio Project will help you organize your thoughts and research. For more information on how to create a quality outline, review the tips at *OWL Why and How to Create a Useful Outline*, in addition to sample outlines (both linked in course).

Module 5

Readings

· Chapters 8 (Review) & 9 in *Managing Organizational Change*

Watch the videos

· Brighton, D. (2018, July 2). *Managing organizational change for managers* [Video file]. Retrieved from Lynda.com.
· Croft, C. (2017, April 5). *Handling workplace change as an employee* [Video file]. Retrieved from Lynda.com.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (60 points)
Choose one of the following two assignments to complete this week. Do not do both assignments.
Identify your assignment choice in the title of your submission.

Option #1: Moneyball (Exercise 8.3)
Read the "Moneyball" case study (linked in course) in the *Managing Organizational Change* textbook.
Write an essay that thoroughly addresses the following:

- Describe sabermetrics and its history in baseball.
- Determine the causes for the continued resistance to sabermetrics.
- Decide which tactics you would use to overcome the resistance to this approach for recruiting talent.
- Discuss the lessons you take from this experience concerning the nature of resistance to change and how to overcome it.

The length and formatting requirements are as follows:
- Your paper must be 3 to 4 pages in length, excluding the cover and references pages.
- Include a cover page, section headers, an introduction, a conclusion, and a references page. Use the APA Template Paper as a resource.
- Format your paper according to the *CSU-Global Guide to Writing and APA*.
- Include a minimum of three sources to support your positions, claims, and observations, two of which should be academic, peer-reviewed sources, in addition to the textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the *Business Management & Administration Research Guide* in the CSU-Global library. Here you can:
- Locate a variety of sources dealing with ethics, Corporate Social Responsibility (CSR), and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Review the Critical Thinking Assignment rubric in the Module 5 folder for details regarding grading standards.

Option #2: Change at DuPont (Exercise 9.5)
Read the "Change at DuPont" case study (linked in course) in the *Managing Organizational Change* textbook. Write an essay that thoroughly addresses the following:
- Provide specific examples of how any or all of the following approaches are included in the DuPont story: OD, appreciative inquiry, and sense-making.
- Discuss the compatibility of these three approaches and the extent to which a change manager could glean insights from each approach based on evidence from the DuPont story.
- Describe the steps an organizational development practitioner could take to manage this change based upon action research.
- Conclude your essay by summarizing: a) how your change steps may be received by DuPont staff affected by the change, and b) how you took potential resistance to change into consideration when outlining your steps to manage the change.

The length and formatting requirements are as follows:
- Your paper must be 3 to 4 pages in length, excluding the cover and references pages.

- Include a cover page, section headers, an introduction, a conclusion, and a references page. Use the APA Template Paper as a resource.
- Format your paper according to the *CSU-Global Guide to Writing and APA*.
- Include a minimum of three sources to support your positions, claims, and observations, two of which should be academic, peer-reviewed sources, in addition to the textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the *Business Management & Administration Research Guide* in the CSU-Global library. Here you can:
- Locate a variety of sources dealing with ethics, Corporate Social Responsibility (CSR), and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Review the Critical Thinking Assignment rubric in the Module 5 folder for details regarding grading standards.

Mastery Exercise (10 points)

Module 6

Readings

- Chapter 6 & 10 in *Managing Organizational Change*
- Ryu, G. (2015). The missing link of value congruence and its consequences: The mediating role of employees' acceptance of organizational vision. *Public Personnel Management, 44*(4), 473-495.

Watch the videos:

- Brighton, D. (2018, July 2). *Vision* [Video file]. Retrieved from Lynda.com.
- Video Age Productions. (2014). *The power of vision at work* [Video file]. Retrieved from Academic Video Online: Premium database.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (70 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Managing a Large-Scale Change
Imagine you are the owner of a small company about to expand in a big way. You need to change your vision statement to express this change. Write an essay in which you:

- Describe the change and the reason(s) for making it.
- Explain the steps you will take to implement the change.
- Create a vision statement.
- Determine how you plan to share the vision statement.

Use the information from this module and other articles to support how you plan to implement the change.

The length and formatting requirements are as follows:
- Your paper must be 3 to 4 pages in length, excluding the cover and references pages.

- Include a cover page, section headers, an introduction, a conclusion, and a references page. Use the APA Template Paper as a resource.
- Format your paper according to the *CSU-Global Guide to Writing and APA*.
- Include a minimum of three sources to support your positions, claims, and observations, two of which should be academic, peer-reviewed sources, in addition to the textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the *Business Management & Administration Research Guide* in the CSU-Global library. Here you can:
- Locate a variety of sources dealing with ethics, Corporate Social Responsibility (CSR), and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Review the Critical Thinking Assignment rubric in the Module 6 folder for details regarding grading standards.

Option #2: Develop Your Own Change Model (Exercise 10.1)
In reading Chapter 10 of *Managing Organizational Change,* we explored five change checklists, four stage models of implementation, the processual approach to change, and four contingency frameworks. These approaches are similar in some respects and different in others. Explain whether or not they can be combined. Complete the following steps and write an essay to share your results (addressing each of the points provided below):

- Bring the advice from these different models into a single list, omitting the overlaps.
- Reflecting on your own experience and knowledge of organizational change, consider which issues and steps are missing from these guidelines and add these to your master list. (Consider the role of an organization's vision in managing change.) Then, create your own composite change management model. **Incorporate into your paper both a textual description and a visual representation of your model.**
- Prioritize this advice. Determine which items are more important and which are less important. Taking a contingency approach, evaluate how particular items become more or less significant depending on the organizational context from which they are viewed.
- Identify a preferred sequence of change implementation steps. Explain and justify this recommendation.
- Looking at your composite change management model, identify three management skills associated with each of the elements. Use this as the basis of a personal assessment and examine your strongest and weakest change management skills.
- Looking at the elements in your composite change management model, and reflecting on your own experience of organizational change, evaluate which elements are usually handled well, and which are often handled badly. Explain why you think this is the case.

The length and formatting requirements are as follows:
- Your paper must be 3 to 4 pages in length, excluding the cover and references pages.
- Include a cover page, section headers, an introduction, a conclusion, and a references page. Use the APA Template Paper as a resource.
- Format your paper according to the *CSU-Global Guide to Writing and APA*.
- Include a minimum of three sources to support your positions, claims, and observations, two of which should be academic, peer-reviewed sources, in addition to the textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the *Business Management & Administration Research Guide* in the CSU-Global library. Here you can:

- Locate a variety of sources dealing with ethics, Corporate Social Responsibility (CSR), and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Review the Critical Thinking Assignment rubric in the Module 6 folder for details regarding grading standards.

Mastery Exercise (10 points)

Portfolio Milestone (25 points)
Portfolio Project Reference List
Regardless of which Portfolio Project you have chosen, this week you must complete and submit a references list for your Portfolio Project paper. Your references list must include a minimum of five scholarly sources that will be cited in your final paper, and they must be in APA format.

Carefully review the formatting requirements for the references list in the *CSU-Global Guide to Writing and APA*. Additional examples are available at the *Purdue Online Writing Lab (OWL)* (Linked in course).

Module 7

Readings

· Chapter 7 in *Managing Organizational Change*

Watch this video:

· Kolovou, T., & Bailey-Hughes, B. (2015, January 24). *Communicating change* [Video file]. Retrieved from Lynda.com.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 8

Readings

· Chapters 11 and 12 in *Managing Organizational Change*
· Mason, M. (2016). Is thorough implementation of policy change in education actually possible? What complexity theory tells us about initiating and sustaining change. *European Journal of Education, 51*(4), 437-440.

Watch the videos:

· Breakenridge, D. (2018, June 20). *Understand culture change management* [Video file]. Retrieved from Lynda.com.
· Pico, J. (2018, May 11). *Creating a culture of change* [Video file]. Retrieved from Lynda.com.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (300 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: The Challenger and Columbia Shuttle Disasters (Exercise 11.4)
Read the "The Challenger and Columbia Shuttle Disasters" case study (linked in course) from the *Managing Organizational Change* textbook. In a carefully constructed document, address the following course constructs as they relate to the case study:

- Images of managing change
- Types of change
- Challenges for change
- Resistance to change
- Implementing change
- NASA vision and change
- Sustaining change

The length and formatting requirements are as follows:
- Your paper must be 5-7 pages in length, excluding the cover page, abstract, table of contents, and references pages.
- Include a cover page, an abstract, a table of contents, section headers, an introduction, a conclusion, and a references page. Use the APA Template Paper as a resource.
- Format your paper according to the *CSU-Global Guide to Writing and APA*.
- Include up to 5 sources to support your positions, claims, and observations, two of which should be academic, peer-reviewed sources, in addition to the textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the *Business Management & Administration Research Guide* in the CSU-Global library. Here you can:
- Locate a variety of sources dealing with ethics, Corporate Social Responsibility (CSR), and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Review the Portfolio Project rubric in the Module 8 folder for details regarding grading standards.

Option #2: Change Agent Plan
Develop a plan to become a change agent for a particular issue in your workplace or organization. Using the self-assessments in the textbook as a starting point, address the following in a proposal to your manager:

- Describe the type of change recommended and why it is needed.
- Explain the challenges in implementing this change.
- Examine what the resistance to this change will be.
- Decide whether you are the right person to implement the change.
- Evaluate what the change will do to your organization.
- Propose a solution to sustain the change.

Incorporate both a textual description and a visual representation of your change management model into your paper.

The length and formatting requirements are as follows:

- Your paper must be 5-7 pages in length, excluding the cover page, abstract, table of contents, and references pages.
- Include a cover page, an abstract, a table of contents, section headers, an introduction, a conclusion, and a references page. Use the APA Template Paper as a resource.
- Format your paper according to the *CSU-Global Guide to Writing and APA*.
- Include up to 5 sources to support your positions, claims, and observations, two of which should be academic, peer-reviewed sources, in addition to the textbook. The CSU-Global library is a great place to find these resources.

Throughout this course, be sure to use the *Business Management & Administration Research Guide* in the CSU-Global library. Here you can:

- Locate a variety of sources dealing with ethics, Corporate Social Responsibility (CSR), and business management.
- Gather information specific to different aspects of business ethics.
- Access writing and citing help.

Review the Portfolio Project rubric in the Module 8 folder for details regarding grading standards.

COURSE POLICIES

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

Course Grading

20% Discussion Participation
0%   Opening Exercises
8%   Mastery Exercises
37% Critical Thinking Assignments
35% Final Portfolio Project

For information on late work and incomplete grade policies, please refer to our **In-Classroom Student Policies and Guidelines** or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity
Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see CSU-Global Guide to Writing & APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and internet resources.

Citing Sources with APA Style
All students are expected to follow the CSU-Global Guide to Writing & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

Disability Services Statement
CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.