



ORG420: LEADING ORGANIZATIONAL CHANGE

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:

In this course, students analyze the role of leadership when planning and implementing change within contemporary organizations. Emphasis is placed on how leaders strategize, direct, and assess organizational needs for change through shared vision, decision-making and change agents.

Course Overview:

This course will focus on leading change, change strategy and leadership direction during change. Students will focus on understanding change, the change process, and the theories behind organizational change. Merging cultures while reducing resistance will also be discussed. The course will demonstrate how leaders can direct change most efficiently by creating buy-in, shared visions, and change agents. This course would preferably be taken in sequence with other leadership courses in the core.

Course Learning Outcomes:

1. Explain the primary theories and perspectives regarding organization development and change in diverse organizational settings.
2. Employ strategies and tactics for organizational change interventions.
3. Analyze leadership's role in understanding, assessing, directing or changing organizational culture.
4. Demonstrate good judgement around organizational change initiatives and shared vision.
5. Assess leadership strategies for minimizing resistance to organizational change.

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:

All required readings are listed within the modules and can be found through the CSU-G library.

Suggested:

All suggested readings are listed within the modules and can be found through the CSU-G library.

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: Understanding Organizational Change

Required Readings

- Garber, P. R. (2015). Understand change-position yourself to win. *Public Manager*, 44(1), 32-34.
- Garvey, K., & Coleman, A. B. (2015). Transformational change takes time and effort. *Public Manager*, 44(1), 27-29.
- Král, P. & Králová, V.. (2016). Approaches to changing organizational structure: The effect of drivers and communication. *Journal of Business Research*, 69(11), 5169-5174.
- Milkovich, A. (2016). How incremental success slows transformative change and integrated planning achieves it. *Planning for Higher Education*, 44(2), 9-17.

Recommended Readings

- Jahn, U. (2017). Keeping up, one small step at a time. *Modern Machine Shop*, 89(8), 44-46.
- Scanlon, K. & Woolforde, L. (2016). Igniting change through an empowered frontline: A unique improvement approach centered on staff engagement, empowerment, and professional development. *Nurse Leader*, 14(1), 38-46.

Opening Exercise (0 points)

Introduction Discussion (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 2: Theoretical Foundations of Organizations and Organizational Change

Required Readings

- Billig, M. (2015). Kurt Lewin's leadership studies and his legacy to social psychology: Is there nothing as practical as a good theory? *Journal for the Theory of Social Behaviour*, 45(4), 440-460.
- Hussain, S., Lei, S., Akram, T., Haider, M., Hussain, S., & Ali, M. (2018). Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change. *Journal of Innovation & Knowledge*, 3(3), 123-127.
- Kotter, J. P. (2007). Leading change: Why transformation efforts fail. *Harvard Business Review*, 85(1), 96-103.

Recommended Readings

- Endrejat, P. C., Baumgarten, F., & Kauffeld, S. (2017). When theory meets practice: Combining Lewin's ideas about change with motivational interviewing to increase energy-saving behaviours within organizations. *Journal of Change Management*, 17(2), 101-120.
- Wojciechowski, E., Pearsall, T., Murphy, P., & French, E. (2016). A case review: Integrating Lewin's theory with lean's system approach for change. *Online Journal of Issues in Nursing*, 21(2), 1.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (70 points)

Option 1: Entrepreneurship and Change

No organization is perfect, and there is always room for improvement. For this week's assignment and future CT assignments in this course, create an organization name using your last name. As an example, if your last name is Smith, your organization's name could be "Smith Corporation", "Smith Enterprises", "Smith International", etc. Be creative, you choose the name.

Next, identify the industry where your organization will compete. Consider selecting an industry where you have some experience. This could be your workplace, church, sports league, school, nonprofit organization, etc. Describe a problem or issue within your organization that could be improved through an organizational change initiative. Some examples of common issues in organizations include high

turnover, inefficient operations, low morale, ineffective meetings, poor communication regarding expectations, etc. After you identify a need for change, you will need to gather information in order to understand the big picture.

Use the following outline to develop your recommendation for change for this assignment:

- Organizational background
- Reasons why the change is needed
- Recommendations for change initiative
- Expected outcomes after the change is implemented

Your well-crafted paper must be 4-5 pages double-spaced in APA format (approximately 1200 – 1500 words - not including Title or References pages). At a minimum please include 5 academic references from CSU-Global Library. Make sure to adhere to the CSU-Global Guide to Writing and APA Formatting. Review the grading rubric for this assignment, to understand exactly how you will be graded. Contact your instructor if you have questions.

Option 2: Entrepreneurship and Change Presentation

No organization is perfect, and there is always room for improvement. For this week's assignment and the future CT assignments in this course, create an organization name using your last name. As an example, if your last name is Smith, your organization's name could be "Smith Corporation", "Smith Enterprises", "Smith International", etc. Be creative, you choose the name.

Next, identify the industry where your organization will compete. Consider selecting an industry where you have some experience. This could be your workplace, church, sports league, school, nonprofit organization, etc. Describe a problem or issue within your organization that could be improved through an organizational change initiative. Some examples of common issues in organizations include high turnover, inefficient operations, low morale, ineffective meetings, poor communication regarding expectations, etc. After you identify a need for change, you will need to gather information in order to understand the big picture.

Use the following outline to develop your recommendation for change for this assignment:

- Organizational background
- Reasons why the change is needed
- Recommendations for change initiative
- Expected outcomes after the change is implemented

Your well-crafted presentation, must include 4-7 slides (not including Title or References slides), including audio, and be 3-5 minutes in length. You must also include 5 references from the CSU-Global library. Review the grading rubric for this assignment, to understand exactly how you will be graded. It is preferred that your presentation be a video, but you can do a PowerPoint presentation with narration. You will find resources focused on helping you create your visual presentations in the Visual Presentation resource located in the CSU-Global Writing Center. Contact your instructor if you have questions about the assignment.

Mastery Exercise (10 points)

Module 3: The Role of Leadership Communication in Change Initiatives

Required Readings

- Caulfield, J. L., & Senger, A. (2017). Perception is reality: Change leadership and work engagement. *Leadership & Organization Development Journal*, 38(7), 927-945.

- Eisenberg, E., Johnson, Z., & Pieterston, W. (2015). Leveraging Social Networks for Strategic Success. *International Journal of Business Communication*, 52(1), 143-154.
- Luo, W., Song, L. J., Gebert, D. R., Zhang, K., & Feng, Y. (2016). How does leader communication style promote employees' commitment at times of change? *Journal of Organizational Change Management*, 29(2), 242-262.

Recommended Readings

- Lamprinakos, L. (2015). Participative organizational change and adaptation: Insights from a qualitative case study of successful change. *Development and Learning in Organizations*, 29(2), 10-13.
- Xiong, H., Payne, D., & Kinsella, S. (2016). Peer effects in the diffusion of innovations: Theory and simulation. *Journal of Behavioral and Experimental Economics*, 63(C), 1-13.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

Option 1: Communication Plan

Effective communication is key during the change process. We have now discussed the relevant theories behind organizational change, the role of leadership in communication, and the nature of organizational change. Using your organization you created in your week 2 Critical Thinking assignment, it is now time to develop a communications plan for the change you wish to see within your organization. Utilize the article *Managing Change Successfully* to assist you. Your plan should formally define who should be given specific information, when that information should be delivered and what communication channels will be used to deliver the information.

- What is the change you want to communicate with your organization?
- Who will you be communicating it to?
- What is your message you want to communicate?
- What communication channels do you have available to use and how will you actually communicate your message?

Your well-crafted paper must be 4-5 pages double-spaced in APA format (approximately 1200 – 1500 words - not including Title or References pages). At a minimum, include 5 academic references from CSU-Global Library. Make sure to adhere to the CSU-Global Guide to Writing and APA Formatting Review the grading rubric for this assignment to understand exactly how you will be graded. Contact your instructor if you have questions.

Option 2: Communication Plan Presentation

Effective communication is key during the change process. We have now discussed the relevant theories behind organizational change, the role of leadership in communication, and the nature of organizational change. Using your organization you created in your week 2 Critical Thinking Assignment, it is now time to develop a communications plan for the change you wish to see within your organization. Utilize the article *Managing Change Successfully* to assist you. Your plan should formally define who should be given specific information, when that information should be delivered and what communication channels will be used to deliver the information.

- What is the change you want to communicate with your organization?
- Who will you be communicating it to?
- What is your message you want to communicate?
- What communication channels do you have available to use and how will you actually communicate your message?

Your well-crafted presentation, must include 4-7 slides (not including Title or References slides), including audio, and be 3-5 minutes in length. You must also include 5 references from the CSU-Global library. Review the grading rubric for this assignment to understand exactly how you will be graded. It is preferred that your presentation be a video, but you can do a PowerPoint presentation with narration. You will find resources focused on helping you create your visual presentations in the Visual Presentation resource located in the CSU-Global Writing Center. Contact your instructor if you have questions about the assignment.

Mastery Exercise (10 points)

Module 4: Mergers and Acquisitions

Required Readings

- Collister, J. (2018). Human resources: Leading mergers & acquisitions. *HR Strategy and Planning Excellence Essentials*.
- Duvall-Dickson, S. (2016). Blending tribes: Leadership challenges in mergers and acquisitions. *S.A.M. Advanced Management Journal*, 81(4), 16-22.
- Espedal, B. (2017). Understanding how balancing autonomy and power might occur in leading organizational change. *European Management Journal*, 35(2), 155-163.

Recommended Readings

- Gordon, P. A. (2015). Tale of two mergers: A case study in leading change. *Journal of Business Case Studies*, 11(2), 87.
- Thundiyil, T. (2017). Understanding employee alignment during organizational change. *Academy of Management Proceedings*, 2017(1), 16371.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

Option 1: Change Team

Change can be difficult, but the challenge can be compounded when not communicated effectively. One of the best methods for communicating change and gaining “buy-in” is through the utilization of an internal change team. The change team can provide multiple perspectives and experiences. Imagine that you are the leader, using the organizational change you identified in your Week 2 Critical Thinking Assignment, outline what considerations are needed when selecting your internal team. This could include:

- Demographics
- Functions
- Departments
- Personalities
- Experiences

Explain what considerations you are looking for when selecting your internal change team and why.

Your well-crafted paper must be 4-5 pages double-spaced in APA format (approximately 1200 – 1500 words, not including Title or References pages). At a minimum, include 5 academic references from CSU-Global Library. Make sure to adhere to the CSU-Global Guide to Writing and APA Formatting.

Review the grading rubric for this assignment, to understand exactly how you will be graded. Contact your instructor if you have questions.

Option 2: Change Team Presentation

Change can be difficult, but the challenge can be compounded when not communicated effectively. One of the best methods for communicating change and gaining “buy-in” is through the utilization of an internal change team. The change team can provide multiple perspectives and experiences. Imagine that you are the leader, using the organizational change you identified in your Week 2 Critical Thinking Assignment, outline what considerations are needed when selecting your internal team. This could include:

- Demographics
- Functions
- Departments
- Personalities
- Experiences
- Explain what considerations you are looking for when selecting your internal change team and why.

Your well-crafted presentation, must include 4-7 slides (not including Title or References slides), including audio, and be 3-5 minutes in length. You must include 5 references from the CSU-Global library. Review the grading rubric for this assignment, to understand exactly how you will be graded. It is preferred that your presentation be a video, but you can do a PowerPoint presentation with narration. You will find resources focused on helping you create your visual presentations in the Visual Presentation resource located in the CSU-Global Writing Center. Contact your instructor if you have questions about the assignment.

Mastery Exercise (10 points)

Portfolio Milestone (25 points)

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 this sample outline. Remember to utilize CSU-Global’s Writing Center. There are numerous writing resource tutorials, videos, and prompts that will assist you. You can even book a 50-minute writing consultation to help with everything from concepts and ideas, to structure and organization, even grammar and citations.

Module 5: Strategies for Resistance to Change

Required Readings

- Braduțanu, D. (2015). Reducing resistance to change model. *Acta Universitatis Danubius: Oeconomica*, 11(5), 114-120. Retrieved from <http://journals.univ-danubius.ro/index.php/oeconomica/article/view/2896/2853>
- Chapman, K. (2018). Are you still resisting change? *Plumbing & Mechanical*, 36(10), 28-32.
- Clayton, M. (2016). Resistance to change. *Training Journal*, 16-19.
- Rafferty, A. E., & Jimmieson, N. L. (2017). Subjective perceptions of organizational change and employee resistance to change: Direct and mediated relationships with employee well-being. *British Journal of Management*, 28(2), 248–264.

Recommended Readings

- Yeo, R., Gold, J., & Marquardt, M. (2015). Becoming "leaderful": Leading forward in turbulent times. *Industrial and Commercial Training*, 47(6), 285-292.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

Option 1: Barriers to Change

This week we discussed resistance to change, why it occurs, and what can be done to mitigate it. Using the organizational change you identified in Critical Thinking Assignment 2, identify potential barriers to your change. This could include:

- Personnel-misunderstanding, fear of the unknown, lack of competence, lack of clarity
- Technology- can your current technology support the change, will your technology aid in change dissemination
- Culture- readiness for change, openness to change
- Ethics- conflicts, clarity
- These are just a few ideas that you may run across while implementing a change. Outline what barriers or resistance you expect to find and how you will mitigate or avoid them.

Your well-crafted paper must be 4-5 pages double-spaced in APA format (approximately 1200 – 1500 words, not including Title or References pages). At a minimum, include 5 academic references from CSU-Global Library. Make sure to adhere to the CSU-Global Guide to Writing and APA Formatting. Review the grading rubric for this assignment, to understand exactly how you will be graded. Contact your instructor if you have questions.

Option 2: Barriers to Change Presentation

This week we discussed resistance to change, why it occurs, and what can be done to mitigate it. Using the organizational change you identified in Critical Thinking Assignment 2, identify potential barriers to your change. This could include:

- Personnel-misunderstanding, fear of the unknown, lack of competence, lack of clarity
- Technology- can your current technology support the change, will your technology aid in change dissemination
- Culture- readiness for change, openness to change
- Ethics- conflicts, clarity

These are just a few ideas that you may run across while implementing a change. Outline what barriers or resistance you expect to find and how you will mitigate or avoid them.

Your well-crafted presentation, must include 4-7 slides (not including Title or References slides), including audio, and be 3-5 minutes in length. You must include 5 references from the CSU-Global library. Review the grading rubric for this assignment, to understand exactly how you will be graded. It is preferred that your presentation be a video, but you can do a PowerPoint presentation with narration. You will find resources focused on helping you create your visual presentations in the Visual Presentation resource located in the CSU-Global Writing Center. Contact your instructor if you have questions about the assignment.

Mastery Exercise (10 points)

Module 6: Leading People through Change

Required Readings

- Appelbaum, S., Degbe, M., & MacDonald, O. (2015). Organizational outcomes of leadership style and resistance to change (Part One). *Industrial and Commercial Training*, 47(2), 73-80.
- Appelbaum, S., Degbe, M., & MacDonald, O. (2015). Organizational outcomes of leadership style and resistance to change (Part Two). *Industrial and Commercial Training*, 47(3), 135-144.
- Blank, R. M. (2016). Implementing change in big public institutions. *Public Administration Review*, 76(2), 217–218.
- Friis, O., Holmgren, J., & Eskildsen, J. K. (2016). A strategy model – better performance through improved strategy work. *Journal of Modelling in Management*, 11(3), 742-762.

Recommended Readings

- Dick, T. B., Ash, N. R., Childress, B. C., Diamantides, E. M., Grabarczyk, T. R., Main, T. D., ... Van Cura, J. D. (2018). Fundamentals of leading, tools for managing, and strategies for sustaining change. *American Journal of Health-System Pharmacy*, 75(19), 1450–1455.
- Dungan, J., & Hale, J. (2018). Expediting and sustaining change: Diffusing innovation in dynamic educational settings. *Distance Learning*, 15(1), 1-11.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

Option 1: Change Implementation Timeline

For this assignment, you will be creating a change implementation timeline using the organizational change you identified in Critical Thinking Assignment 2. Once a change has been planned, it is important to communicate how the change will be implemented. An effective implementation plan requires a timeline. A timeline ensures that changes are made in the appropriate order. For example, if the change you identified deals with the implementation of a new technology you may want to consider the following in your timeline:

- time to procure and purchase new equipment
- time to install equipment (you may or may not need outside technicians)
- time to conduct a pilot training course
- time to tweak training
- time to train all users on new equipment (consider who needs training and how many users there will be)
- time to evaluate the use and operability of new equipment
- time to modify how users are implementing equipment
- time to sustain the change

Utilizing the information you have gleaned from previous Critical Thinking assignments, provide a timeline for the proposed change you have identified. Identify the conditions associated with each step in the timeline that must be met prior to moving forward.

Feel free to utilize images, charts, and graphs in your paper to demonstrate your timeline. A good example can be found here: <http://ast.umich.edu/pdfs/implementation-timeline.pdf>.

Your well-crafted paper must be 4-5 pages double-spaced in APA format (approximately 1200 – 1500 words, not including Title or References pages). At a minimum, include 5 academic references from

CSU-Global Library. Make sure to adhere to the CSU-Global Guide to Writing and APA Formatting. Review the grading rubric for this assignment, to understand exactly how you will be graded. Contact your instructor if you have questions.

Option 2: Change Implementation Timeline Presentation

For this assignment, you will be creating a change implementation timeline using the organizational change you identified in Critical Thinking Assignment 2. Once a change has been planned, it is important to communicate how the change will be implemented. An effective implementation plan requires a timeline. A timeline ensures that changes are made in the appropriate order. For example, if the change you identified deals with the implementation of a new technology you may want to consider the following in your timeline:

- time to procure and purchase new equipment
- time to install equipment (you may or may not need outside technicians)
- time to conduct a pilot training course
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- time to train all users on new equipment (consider who needs training and how many users there will be)
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Utilizing the information you have gleaned from previous Critical Thinking assignments, provide a timeline for the proposed change you have identified. Identify the conditions associated with each step in the timeline that must be met prior to moving forward.

Feel free to utilize images, charts, and graphs in your paper to demonstrate your timeline. A good example can be found here: <http://ast.umich.edu/pdfs/implementation-timeline.pdf>.

Your well-crafted presentation, must include 4-7 slides (not including Title or References slides), including audio, and be 3-5 minutes in length. You must include 5 references from the CSU-Global library. Review the grading rubric for this assignment, to understand exactly how you will be graded. It is preferred that your presentation be a video, but you can do a PowerPoint presentation with narration. You will find resources focused on helping you create your visual presentations in the Visual Presentation resource located in the CSU-Global Writing Center. Contact your instructor if you have questions about the assignment.

Mastery Exercise (10 points)

Module 7: Sustaining Change

Required Readings

- Jansen, K. J., Shipp, A. J., & Michael, J. H. (2016). Champions, converts, doubters, and defectors: The impact of shifting perceptions on momentum for change. *Personnel Psychology*, 69(3), 673–707.
- Li, M., Liu, W., Han, Y., & Zhang, P. (2016). Linking empowering leadership and change-oriented organizational citizenship behavior. *Journal of Organizational Change Management*, 29(5), 732-750.
- Lillis, B., & Macaulay, S. (2015). The skills of sustaining change. *Training Journal*, 52-55.
- Thompson, G. (2015). The big lie. *Leadership Excellence Essentials*, 32(6), 23-24.

Recommended Readings

- Gallage, H., Heath, T., & Tynan, C. (2017). Sustaining behavioural change: The power of positive emotions. *Advances in Consumer Research*, 45, 419–422.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 8: Evaluating Change

Required Readings

- Micheli, P., & Mura, M. (2017). Executing strategy through comprehensive performance measurement systems. *International Journal of Operations & Production Management*, 37(4), 423-443.
- Moullin, M. (2017). Improving and evaluating performance with the public sector scorecard. *International Journal of Productivity and Performance Management*, 66(4), 442-458.
- Paszkowski, J. (2018). Methodological problems with evaluating change efficiency. *Ekonomia i Prawo*, 17(2), 183-193. Retrieved from <http://apcz.umk.pl/czasopisma/index.php/EiP/article/view/EiP.2018.013/15105>

Recommended Readings

- Wefald, A. J., Smith, M. R., Gopalan, N., & Downey, R. G. (2017). Workplace vigor as a distinct positive organizational behavior construct: Evaluating the construct validity of the shirom-melamed vigor measure (SMVM). *Employee Responsibilities and Rights Journal*, 29(4), 197-220.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (325 points)

Option 1: Organizational Change Strategy

Throughout this course, we have discussed many different elements of the change process. In your portfolio project, you will revise the work you have completed in the Critical Thinking assignments into a consolidated organizational change strategy. Using the organization you created in your Week 2 Critical Thinking Assignment, your strategy should include the following elements:

- Background and reason for the organizational change (module 1 & 2, CT#2)
- Communication plan (module 3 & 4, CT#3 & CT#4)
- Barriers and resistance to change and mitigation (module 5, CT#5)
- Implementation timeline (module 6, CT#6)
- Sustainment plan (module 7, DQ#7)
- Evaluation methods (module 8)

Important Notice: Do not simply copy prior Critical Thinking assignments into the Portfolio Project. Using the assignments as a source, summarize your findings, recommendations, and conclusions for each section. Each section should provide a clear and concise discussion of the required components of your organizational change strategy. Use your organizational name as part of your assignment title, as an example, Smith Enterprises Organizational Change Strategy.

Your well-crafted 8-10 page paper must include a cover page, an abstract, and a reference page. These do not count towards your required number of pages. The paper must be in APA format (approximately 2400 – 3000 words, not including Title or References pages). At a minimum, you must include 6 academic references from CSU-Global Library. Make sure to adhere to the CSU-Global Guide to Writing and APA Formatting. Review the grading rubric for this assignment, to understand exactly how you will be graded. Contact your instructor if you have questions.

Option 2: Organizational Change Strategy Presentation

Throughout this course, we have discussed many different elements of the change process. In your portfolio project, you will revise the work you have completed in the Critical Thinking assignments into a consolidated organizational change strategy. Using the organization you created in your Week 2 Critical Thinking Assignment, your strategy should include the following elements:

- Background and reason for the organizational change (module 1 & 2, CT#2)
- Communication plan (module 3 & 4, CT#3 & CT#4)
- Barriers and resistance to change and mitigation (module 5, CT#5)
- Implementation timeline (module 6, CT#6)
- Sustainment plan (module 7, DQ#7)
- Evaluation methods (module 8)

Important Notice: Do not simply copy prior Critical Thinking assignments into the Portfolio Project. Using the assignments as a source, summarize your findings, recommendations, and conclusions for each section. Each section should provide a clear and concise discussion of the required components of your organizational change strategy. Use your organizational name as part of your assignment title, as an example, Smith Enterprises Organizational Change Strategy.

Your well-crafted presentation, must include 10-12 slides (not including title, abstract or references slides), and audio, and be 7-10 minutes in length. You must include 6 references from the CSU-Global library. Review the grading rubric for this assignment, to understand exactly how you will be graded. It is preferred that your presentation be a video, but you can do a PowerPoint presentation with narration. You will find resources focused on helping you create your visual presentations in the Visual Presentation resource located in the CSU-Global Writing Center. Contact your instructor if you have questions about the assignment.

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 POLICIES

Course Grading

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

IN-CLASSROOM POLICIES

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 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 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.