MNGT403: Leadership of Change

College of Graduate and Continuing Studies, Norwich University

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Course Description

This course is the study of change management principles and best practices from a leadership vantage point. Emphasis is on the process of planning for change and the critical role of communication before, during, and after change. Students develop instruments for measuring the impact of change on human and financial resources within organizations. (3 Credits). Prerequisite: English Composition

Course Overview

Change is a significant part of life, and ever-present in the work place. However, just because change is inevitable does not mean that it cannot be ***managed***. This course examines change in individuals, teams, and organizations from a leadership perspective and offers a comprehensive overview of current change theories to enable a leader to become and effective change agent.

Change Management Theory is multi-faceted, offering a number of models and approaches, with some resulting conflicts. The models and approaches are the tools a leader of change can use to shape the results, and so this course examines the value and limitations of multiple tools in addressing a number of different types of change.

To understand the concepts associated with change management, we will examine the impact of change on the individual, the interactions within a team, and the synergism change produces in an organization. The spectrum of simple change to chaos theory will be our subject matter.

Course Outcomes

At the end of this course, students will be able to:

- Analyze the process of change from an individual, team, and organizational point of view.
- Analyze and evaluate the interrelationships of four approaches to change; behavioral, cognitive, psychodynamic, and humanistic psychological.
- Evaluate the effect of personality on reaction to change.

Weekly Outline

Every week has a prescribed checklist of activities required to successfully complete the lesson. Follow this checklist, in the specified order, to complete each lesson.

Week	Topic	Requirements
Week 01	Change in Individuals, Teams, and Organizations	Discusson
Week 02	Leading Change and the Roles of the Change Agent	Discussion & Written Assignment
Week 03	Applications Overview and Restructuring	Discussion & Written Assignment
Week 04	Mergers and Acquisitions	Discussion & Written Assignment

Week 05	Culture and Change	Discussion & Written Assignment
Week 06	Project and Program-led Change	Discussion & Written Assignment
Week 07	Complex Change	Discussion
Week 08	Leading Change in Uncertain Times	Discussion & Written Assignment

Required Textbooks

Texbooks required for this course include:

- Cameron, E. & Green, M. (2019). *Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change*, 5th ed. Kogan Page Publishers.

For complete textbook information for this course, see the Norwich University Booklist.

*See the Required Readings page for additional weekly course readings.

Assignments

All papers should be presented in a single file named with your last name and paper number (Jones2), and produced in Microsoft Word, Corel WordPerfect, RDF, or OpenOffice (Saved as MS Word). No PDF, Works, or Pages files will be accepted.

All six papers required of you in this course are the type of work expected of upper-level students who have taken the required preliminary writing courses; therefore, we expect each paper to be completed to specification the first time. Consequently, no revisions are permitted, regardless of grade earned. Grammar, spelling, and construction should not be issues here.

Please note that the workplace AND community measurement of managerial-level writing effectiveness is NOT the amount of time or effort you put into accomplishing the task; rather, it is the resulting product and its effect on the target audience. We use the same standard in grading your papers.

NOTE: Please refer to the Writing Guides for support using APA formatting. All papers using external citations/references must use APA in-text and References citations (no "Bibliographies," "Sources," "Works Cited" - titled pages will be accepted). If your researched proposal has no in-text APA-style citations OR is missing a References page, that is an automatic "F" - the result is NOT a paper with usable references. No cover sheets or title pages are required for any paper except on the researched proposal.

In terms of Academic Honesty in your writing, papers containing statements indicating multiple authors ("WE submit this proposal"   or "WE/OUR COMMITTEE/GROUP/TEAM recommends"   ) will receive a zero with no opportunity to re-submit as there is no way to determine how much of the writing was done by the student. Please review the Academic Honesty standards below for details.

Grades

The following table shows the graded assessment types contained within this course and the assigned weighting to determine the final course grade.

Graded Assessment Types	Points	Weights (%)
Weekly Discussions (weeks 1-8, 35 points each week)	280	28%
Paper 1: General Motors Reorganization Analysis	100	10%

Paper 2: Analysis of Merger-driven Change	100	10%
Paper 3: Managing Corporate Culture Report	100	10%
Paper 4: Psychological Safety Issues Approach Memo	100	10%
Paper 5: Team Creation Analysis Memo	100	10%
Paper 6: Synopsis of Change Management Approaches and Tools	220	22%
Course Total	**1000**	**100%**

Letter grades for the course will be based on the following grading scale:

Letter Grade	Percentage	Grade Point
A	93-100%	4.0
A -	90-92.9%	3.7
B +	87-89.9%	3.3
B	83-86.9%	3.0
B -	80-82.9%	2.7
C +	77-79.9%	2.3
C	75-76.9%	2.0
C -	73-74.9%	1.7
D +	70-72.9%	1.3
D	67-69.9%	1.0
D-	63-66.9%	0.7
F	0-62.9%	0.0

For complete information on the Grading Policy, please refer to the CGCS Online Catalog.

Discussion Groups

Before submitting your first discussion post, please review the Grading Guidelines and Rubrics for more information about what is expected in regard to discussion postings and online etiquette.

Late Work

It is important that writing assignments and discussion posts be completed on time. Extensions of deadlines will be given only for serious extenuating circumstances. In the absence of such extensions, assignments may be downgraded for lateness at the discretion of the instructor. You must contact your instructor ahead of time to request an extension.

Academic Honesty and the Norwich University Honor Code

A student must submit work that represents the student's own original analysis and writing. Copying another's work is not appropriate. If the student relies on the research or writing of others, the student must cite those sources. Words or ideas that require citations include, but are not limited to all hardcopy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. While students are encouraged to seek editing feedback, extensive revisions of one's work by another person is considered a lack of academic honesty, as it is representing another student's work as one's own.

For more information see:

[Academic Dishonesty](#)
[Academic Integrity](#)
[Norwich University Honor Code](#)

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Section 504 of the Rehabilitation Act of 1973/ADA

Please consult [Appendix H: University Policy - Section 504 of the Rehabilitation Act of 1973/Americans with Disabilities Act (ADA)](#) for instructions on obtaining an accommodation.

Disclaimer: Please note the specifics of this Course Syllabus are subject to change. Students are responsible for abiding by any such changes. Your instructor will notify you of any changes.