CINCINNATI CHRISTIAN UNIVERSITY

BUSN 450 – Leading Change

School of Business – Cincinnati Christian University

Instructor: Vic Clesceri

✉ vic.clesceri@ccuniversity.edu

📱 513-828-9352 (cell-primary), 330-466-3224 (office)

in https://www.linkedin.com/in/vclesceri

Meeting Times: Mondays, 7:00 – 9:40PM
Meeting Location: WM 123
Office Hours: 5:30 – 6:30PM, Mondays or by appointment, Campus Coffee Shop

Course Description:

A study of the forces that drive organizations to change. The course examines resistance to change and investigates a range of approaches and theories for implementing successful change efforts in organizations.

CCU is committed to providing a Christ-centered, liberal arts education taught with a Christian worldview in students' chosen field of study. This course meets the CCU mission statement by educating men and women to live by Biblical principles within their chosen vocations, allowing Christ-centered character, skills and insights to lead them in organizational change initiatives while simultaneously advancing the Kingdom. CCU students will lead by becoming the change they wish to see in the world by mirroring Christ's leadership in their careers.

Course Learning Outcomes:

After completing this course, the student will be able to:

- Recognize and describe organizational change in varied organizations; [Readings, Discussions]
- Understand the purpose of leading change in organizations; [Readings, Discussions, Videos]
- Connect the concepts and theories of leading change to practices by applying them to real-life change initiatives and cases; [Discussions, Case Studies]
- Connect relevant theoretical concepts of leadership and change from multiple business disciplines and contexts; [Readings, Discussions, Videos]
- Present and communicate orally and in writing business concepts as related to the subject of change; [Case Studies, Presentations, Papers] and
- Work in a collaborative environment cross-functionally in evaluating change management cases [Case Studies, Discussions]

Required Textbooks:

📖 MindTap Management, 1 term (6 months) Instant Access for Cummings/Worley's Organization Development and Change, 11th Edition, Thomas G. Cummings; Christopher G. Worley,
ISBN-10: 1-337-61875-6, ISBN-13: 978-1-337-61875-5

📖 Leading Change, Harvard Business Review Press, 2012, John Kotter,
ISBN-10: 1-422-18643-1, ISBN-13: 978-1-4221-8643-5

Supplemental Reading to be Included:

- How to Create an Agile Organization, McKinsey & Company, https://mck.co/2ylF3Jx
- The Five Trademarks of Agile Organizations, McKinsey & Company, https://mck.co/2nfsgAg
- ADKAR Change Management, Prosci, https://bit.ly/1qKvLyJ
- ADKAR Assessment, Prosci, https://bit.ly/2VeuCm6

Description of Assignments & Grade Breakdown:

1. **Attendance and In-Class Activities (25%)**

   Students will participate in ten (10) in-class activities to reinforce content studied and to transfer theory into application. These activities will contain questions for classroom discussion. They will be related to assigned readings from the textbook. Students will present their findings as a group during class discussion. Each student will be required to submit (after class) their answers through CANVAS. Your answers are to include ideas not only discovered in your groups but also discussed in class and during lectures. You can even add your own ideas and experiences. These submissions will serve as your "notes" for the class.

2. **Book Review – Leading Change (12.5%)**

   Compose a 3-5-page review of John Kotter's book *Leading Change*. The purpose of this paper is not just to summarize the book. You should "react" to it. Here is how I would like you to organize the paper and think about how to write it. This information is critical for use in the group project.

   ### PART 1: THE SUMMARY (1 page)

   A good summary is a concise and precise restatement of the material presented which clearly reflects understanding of the content. The summary contains the same opinion that is found in the book. You do not express your opinion here. Also, a summary is not copied directly from the selection. You should paraphrase and write it in your own words.

   ### PART 2: THE EVALUATION (1-2 pages)

   Your summary provided the main ideas, now you pass a critical judgment or evaluation on these main ideas in view of the following questions:

   What assumptions does the author make? What is the main idea that the author is making? What is the author's purpose for writing? Did the author achieve his/her purpose? What kind of support/details does the author use to explain, confirm, or establish his/her purpose? Is it reasonable, emotional, credible, and valid? Please answer all questions thoroughly and provide critical thinking in your responses.

   ### PART 3: THE APPLICATION (1-2 pages)

   Would you recommend this book to someone in your community or at your place of work? Why or why not? How does this book relate to the topics discussed in class? How does this book apply to your life personally and professionally? What lessons have you learned from this reading that are valuable? How has your view of your job and your work changed as a result of the reading? Please answer all questions thoroughly and provide critical thinking in your responses.

3. **Group Change Analysis Project (50%)**

   Your group will identify an organization that is currently experiencing change. You can choose an organization you currently work for or you can choose an organization that is currently in the news for experiencing change, one that you can research with secondary sources (i.e., library and internet). Your

objective is to develop a case analysis where you analyze the change situation and the actions of organizational members and make recommendations for the future based on the theories of change discussed in class and described in the required textbooks for the course. This project contains two portions – a paper and a presentation. Each will represent half the available points for this project.

The Paper (half): It should be approximately 3-5 pages of text (reference pages and appendices not included in this limitation), double-spaced, 12-point font, and one-inch margins. Use a cover page that includes your names in alphabetical order. Papers will be evaluated on content, reasoning, organization, grammar, spelling, quality of writing, and mechanics. Include a reference page detailing your sources. Use MLA formatting for the paper. The Paper will have two sections:

1. Describe the selected organization and why your group selected it (1-2 pages)
2. Identify and describe the circumstances of the needed change (<u>what it is</u> and <u>why it is happening</u>) (2-3 pages).

The Presentation (half): Your presentation should include a brief description of the company, a description of the change and why it is occurring, your analysis of the actions taken or the actions that should be taken (<u>using the eight steps in John Kotter's *Leading Change* book and other theories discussed and covered in class</u>), and your recommendations for how the organization might improve the change process. Each analysis will be different depending on the specific company or change initiative.

Use PowerPoint slides to present your case. All members must participate in the presentation. Presentations will be evaluated based on: Background, Analysis, Recommendations, Presentation Skills and Mechanics, and Professionalism. All group presentations and the group paper are due the second to last week of the semester (see course schedule below). Each presentation should last from 15-20 minutes.

4. **Final Exam (12.5%)**

There will be five quizzes in the course. Each quiz will cover a portion of the materials reviewed in the text. Please note that we will only be covering the salient topics within the text for all other activities in the course. So, students must stay current with their reading. All tests will be multiple-choice and open notes, but they will also be timed. Quiz delivery will either be via Canvas or in-class. Instructor reserves the right to select.

Assessment	#	Point per Assessment	Total	% Total
In-Class	10	20	200	25%
Book Report	1	100	100	12.5%
Project	1	400	400	50%
Quizzes	1	100	100	12.5%
Totals			800	100%

For the book review and the group change analysis project papers, you will be graded on the quality of your responses. I will be grading based on the following statements.

o You successfully answered all questions presented in the assignments and followed the guidance as set by paper length, paper format, spacing, font size, etc.
o You demonstrated clear, insightful critical thinking in your responses in a manner that demonstrates to me that you read the material and absorbed the key insights.
o Your sentence structure is complete with correct spelling, punctuation, capitalization, varied diction and word choice.

If I can answer "yes" to each of these statements, you will receive full credit for your work. If I cannot answer "yes", points will be deducted.

Grading Scale:

Letter Grade	Grade %	Grade Points
A	95 – 100	4.00
A-	92 -94	3.67
B+	89 – 91	3.33
B	86 – 88	3.00
B-	83 – 85	2.67
C+	80 – 82	2.33
C	77 – 79	2.00
C-	74 – 76	1.67
D+	71 – 73	1.33
D	68 – 70	1.00
D-	65 – 67	0.67
F	0 – 64	0.00

What Letter Grades Mean

A – means exceptional work, outstanding or surpassing achievement of course objectives
B – means good work, substantial achievement of course objectives
C – means acceptable work, essential achievement of course objectives.
D – means marginal work, minimal or inadequate achievement of course objectives.
F – means unacceptable work, failure of course objectives
Source: Cincinnati Christian University Catalog, 2019 – 2020, page, 31.

Late Assignments:

It is highly recommended that all assignments be submitted by their deadlines as communicated in this syllabus. If a student is going to miss a deadline, the instructor must be notified via written documentation. A ten percent (10%) penalty for that assignment will be assessed, unless the reason for missing is an excused absence.

Attendance and Academic Integrity:

The attendance policy for this course is consistent with CCU's requirements for a 3-credit hour class. Since this class meets one time per week, you will receive a grade of FA (failure due to absence) if you are absent for more than two class periods. Likewise, policies regarding academic integrity and the procedures for addressing integrity issues like plagiarism or cheating on an exam in this course reflect the policies and procedures as they are written in the CCU student handbook.

Disabilities and Special Accommodations:

Students who require academic accommodations due to any documented physical, psychological, or learning disability should request assistance from the Student Services Department within the first two weeks of class. The Student Services Department is located on the upper level of the Presidents Hall. You may also contact the office by phone (513.244.8140).

Tentative Course Schedule:

The following class schedule describes how we will spend our time together this semester. While the schedule may change due to class dynamics and your instructor reserves the right to change this schedule, use the draft to plan your semester activities. Complete the readings before each class period and come prepared to discuss.

Class Dates	Readings	Learning Activities & Assignments
PRE-ASSIGNMENT		
Due before start of class on 8/19	📖 Readings: • Text: Chapters 1-2	• Purchase both required texts and do the reading. • Respond to the "Introduction Forum" on Canvas. Introduce yourself and identify your learning goals for the course.
MODULE 1 – OVERVIEW OF ORGANIZATION DEVELOPMENT		
8/19 Week 1	📖 Readings: • Text: Chapters 1-2 • Kotter: Chapter 1	• Course Introduction and Syllabus Review • Present Book Report • Present Group Analysis Change Project • Discuss Chapters 1-2
8/26 Week 2	📖 Readings: • Text: Chapters 2-3 • Kotter: Chapter 2	• Discuss Chapters 2-3 • Class Activity #1: Sunflower Incorporated (Planned Change, Ch. 2)
MODULE 2 – THE PROCESS OF ORGANIZATION DEVELOPMENT		
9/2 Week 3	📖 Readings: • Text: Chapters 4-5 • Kotter: Chapter 3	• Discuss Chapters 4-5 • Class Activity #2: Kenworth Motors (Entering and Contracting, Ch. 4)
9/9 Week 4	📖 Readings: • Text: Chapters 5-6 • Kotter: Chapter 4	• Discuss Chapters 5-6 • Watch Ted Talk- Simon Sinek, "Start with Why" • Watch Ted Talk- Tom Wujec, "How to Make Toast" • Class Activity #3: Ted Talk Videos
9/16 Week 5	📖 Readings: • Text: Chapters 7-8 • Kotter: Chapter 5	• Discuss Chapters 7-8 • Present ADKAR Change Management Model
9/23 Week 6	📖 Readings: • Text: Chapters 8-9 • Kotter: Chapter 6	• Discuss Chapters 8-9 • Class Activity #4: Peppercorn Dining (Module 2, Ch. 4-9)
MODULE 3 – HUMAN PROCESS INTERVENTIONS		
9/30 Week 7	📖 Readings: • Text: Chapters 10-11 • Kotter: Chapter 7	• Discuss Chapters 10-11 • Class Activity #5: Lincoln Hospital (Ch. 10)
10/7 Week 8	Fall Break – No Classes – Enjoy Vacation	

MODULE 4 – TECHNOSTRUCTURAL INTERVENTIONS		
10/14 Week 9	📖 Readings: • Text: Chapter 12 • Kotter: Chapters 8-9	• Discuss Chapter 12 • Present John Kotter's 8 Step Model
10/21 Week 10	📖 Readings: • Text: Chapter 13 • Kotter: Chapters 10-11	• Discuss Chapters 13 • Class Activity #6: FAVI (Module 4, Ch. 12-13)
MODULE 5 – HUMAN RESOURCE INTERVENTIONS		
10/28 Week 11	📖 Readings: • Text: Chapters 14-15 • Kotter: Chapter 12	• Discuss Chapters 14-15 • Present Integrated Talent Management • Class Activity #7: Anti-CEO Playbook
11/4 Week 12	📖 Readings: • Text: Chapters 15-16	• Discuss Chapter 16 • Class Activity #8: Go with Your Talent
MODULE 6 – STRATEGIC CHANGE INTERVENTIONS		
11/11 Week 13	📖 Readings: • Text: Chapters 17-18	• Discuss Chapters 17-18 • Book Report Due • First Draft Project Review
11/18 Week 14	📖 Readings: • Text: Chapters 18-19	• Discuss Chapters 18-19 • Present McKinsey Agile Articles • Class Activity #9: McKinsey Agile (Ch. 18)
11/25 Week 15	📖 Readings: • Text: Chapters 20-21	• Discuss Chapters 20-21 • Class Activity #10: Execution
GROUP PROJECTS & FINAL EXAM		
12/2 Week 16	📖 Readings: • Text: Review Chapters 1-21	• Present Final Project and Paper • Final Exam: Online, Open Book (Ch. 1-21)