



## **COURSE PREFIX ORGL 4343: LEADING CHANGE**

### **COURSE SYLLABUS**

### **INSTRUCTOR INFORMATION**

**Instructor:** Tony Lee Ph.D.

**Office Location:** Online

**Office Hours:** Online: Mon – Fri 5:30 – 6:30 p.m.; or by appointment

**University Email Address:** [Tony.Lee@tamuc.edu](mailto:Tony.Lee@tamuc.edu)

### **COURSE INFORMATION**

#### **Materials – Textbooks, Readings, Supplementary Readings**

#### **Textbook(s) Required**

**Title:** An Experiential Approach to Organization Development, 8<sup>th</sup> Edition

**Authors:** Donald R. Brown

**Publisher:** Pearson/Prentice Hall

**ISBN:** 978-0-13-610689-0

#### **Program Description**

The Bachelor of Applied Science in Organizational Leadership prepares innovative leaders for employment in an increasingly diverse technological and global society. The degree develops practical workplace competencies that meet current and future challenges through a real world coursework utilizing personalized academic mentoring and tutoring. The coursework focuses on team building, ethical decision making, enhanced communication skills, critical thinking, and people skills. Graduates of this program pursue careers in education, government, nonprofit, and business organizations.

#### **Course Description**

*The syllabus/schedule are subject to change.*

This course offers in-depth analysis of prevalent issues related to organizational change.

## **Student Learning Outcomes**

Upon completion of this course, the student will be able to:

1. Recognize and describe organizational change in varied organizations-profit & non-profit.
2. Explain and demonstrate behaviors/characteristics to establish credibility and legitimacy as a change agent.
3. Recognize the current dynamic social, political, and cultural environment for change and its potential impact on contemporary organizations.
4. Explain the role of conflict in organizational change and how to guide conflict to serve the interests of the learning organization.
5. Explain process intervention skills and team development interventions.
6. Identify fundamental theories of leadership, change and explain their application.

## **COURSE REQUIREMENTS**

### **Pretest**

The purpose of the pretest is to provide a baseline understanding of your knowledge of this competency. The pretest is required before students begin studying course materials. The Pretest for this course assesses your current knowledge of the learning outcomes for this course.

### **Module Discussion**

In each module, students need to participate in module discussion. **It is required for students to complete the course.**

### **Posttest and Culminating Project**

The Posttest and Culminating Project for this course assess your culminating knowledge of the learning outcomes for this course.

**A score of 80 percent or higher on both the Posttest and Culminating Project is required to demonstrate competency.**

If you score less than 80 percent on the Posttest and/or Culminating Project you will have an opportunity to review the course materials and re-take the Posttest and/or resubmit the Culminating Project.

You may take the Posttest assessment and submit the Culminating Project up to three times during the seven-week term.

If you have not passed the competency in three attempts, you will work with an Academic Coach to determine another method of fulfilling the program requirements in this subject.

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If the seven-week term ends and you are not complete all competencies, you will receive a grade of "F" and be required to complete the remaining competencies in the next term.

**In order to demonstrate competency you must achieve 80% or higher for both the Posttest and Culminating Project.**

## TECHNOLOGY REQUIREMENTS

### Browser support

D2L is committed to performing key application testing when new browser versions are released. New and updated functionality is also tested against the latest version of supported browsers. However, due to the frequency of some browser releases, D2L cannot guarantee that each browser version will perform as expected. If you encounter any issues with any of the browser versions listed in the tables below, contact D2L Support, who will determine the best course of action for resolution. Reported issues are prioritized by supported browsers and then maintenance browsers.

Supported browsers are the latest or most recent browser versions that are tested against new versions of D2L products. Customers can report problems and receive support for issues. For an optimal experience, D2L recommends using supported browsers with D2L products.

Maintenance browsers are older browser versions that are not tested extensively against new versions of D2L products. Customers can still report problems and receive support for critical issues; however, D2L does not guarantee all issues will be addressed. A maintenance browser becomes officially unsupported after one year.

Note the following:

- Ensure that your browser has JavaScript and Cookies enabled.
- For desktop systems, you must have Adobe Flash Player 10.1 or greater.
- The Brightspace Support features are now optimized for production environments when using the Google Chrome browser, Apple Safari browser, Microsoft Edge browser, Microsoft Internet Explorer browser, and Mozilla Firefox browsers.

### Desktop Support

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Microsoft® Edge	Latest	N/A
Microsoft® Internet Explorer®	N/A	11
Mozilla®	Latest, ESR	N/A

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Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Firefox®		
Google® Chrome™	Latest	N/A
Apple® Safari®	Latest	N/A

### Tablet and Mobile Support

Device	Operating System	Browser	Supported Browser Version(s)
Android™	Android 4.4+	Chrome	Latest
Apple	iOS®	Safari, Chrome	The current major version of iOS (the latest minor or <b>point</b> release of that major version) and the previous major version of iOS (the latest minor or <b>point</b> release of that major version). For example, as of June 7, 2017, D2L supports iOS 10.3.2 and iOS 9.3.5, but not iOS 10.2.1, 9.0.2, or any other version.  Chrome: Latest version for the iOS browser.
Windows	Windows 10	Edge, Chrome, Firefox	Latest of all browsers, and Firefox ESR.

- You will need regular access to a computer with a broadband Internet connection. The minimum computer requirements are:
  - 512 MB of RAM, 1 GB or more preferred
  - Broadband connection required courses are heavily video intensive
  - Video display capable of high-color 16-bit display 1024 x 768 or higher resolution
- You must have a:
  - Sound card, which is usually integrated into your desktop or laptop computer

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- Speakers or headphones.
- \*For courses utilizing video-conferencing tools and/or an online proctoring solution, a webcam and microphone are required.
- Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. At a minimum Java 7, update 51, is required to support the learning management system. The most current version of Java can be downloaded at: [JAVA web site http://www.java.com/en/download/manual.jsp](http://www.java.com/en/download/manual.jsp)
- Current anti-virus software must be installed and kept up to date.

Running the browser check will ensure your internet browser is supported.

Pop-ups are allowed.

JavaScript is enabled.

Cookies are enabled.

- You will need some additional free software (plug-ins) for enhanced web browsing. Ensure that you download the free versions of the following software:
  - [Adobe Reader https://get.adobe.com/reader/](https://get.adobe.com/reader/)
  - [Adobe Flash Player \(version 17 or later\) https://get.adobe.com/flashplayer/](https://get.adobe.com/flashplayer/)
  - [Adobe Shockwave Player https://get.adobe.com/shockwave/](https://get.adobe.com/shockwave/)
  - [Apple Quick Time http://www.apple.com/quicktime/download/](http://www.apple.com/quicktime/download/)
- At a minimum, you must have Microsoft Office 2013, 2010, 2007 or Open Office. Microsoft Office is the standard office productivity software utilized by faculty, students, and staff. Microsoft Word is the standard word processing software, Microsoft Excel is the standard spreadsheet software, and Microsoft PowerPoint is the standard presentation software. Copying and pasting, along with attaching/uploading documents for assignment submission, will also be required. If you do not have Microsoft Office, you can check with the bookstore to see if they have any student copies.

## ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or [helpdesk@tamuc.edu](mailto:helpdesk@tamuc.edu).

**Note:** Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

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## **COMMUNICATION AND SUPPORT**

### **Brightspace Support**

#### **Need Help?**

#### **Student Support**

If you have any questions or are having difficulties with the course material, please contact your Instructor.

#### **Technical Support**

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778 or click on the **Live Chat** or click on the words “[click here](#)” to submit an issue via email.



#### **System Maintenance**

Please note that on the 4th Sunday of each month there will be System Maintenance which means the system will not be available 12 pm-6 am CST.

#### **Interaction with Instructor Statement**

You may contact me through University email or D2L. If you need to leave me a message, please indicate what specific assistance you need. If there is an emergency and you need help from the department, call the main office.

## **COURSE AND UNIVERSITY PROCEDURES/POLICIES**

### **Syllabus Change Policy**

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

### **University Specific Procedures**

#### **Student Conduct**

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](#).

<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

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Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: [Netiquette](http://www.albion.com/netiquette/corerules.html)  
<http://www.albion.com/netiquette/corerules.html>

### **TAMUC Attendance**

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedure 13.99.99.R0.01](#).

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

### **Academic Integrity**

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

[Graduate Student Academic Dishonesty 13.99.99.R0.10](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10GraduateStudentAcademicDishonesty.pdf>

### **ADA Statement**

#### **Students with Disabilities**

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

#### **Office of Student Disability Resources and Services**

Texas A&M University-Commerce

Gee Library- Room 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: [studentdisabilityservices@tamuc.edu](mailto:studentdisabilityservices@tamuc.edu)

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Website: [Office of Student Disability Resources and Services](http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/)

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

### **Nondiscrimination Notice**

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

### **Campus Concealed Carry Statement**

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web url:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

## **COURSE OUTLINE**

### **COMPLETE PRETEST**

- **Scoring 80% or higher** - Student may proceed to Post Test and Artifact Construction- see rubric. You are encouraged to **complete the self-assessments and assignments** (not required) as well for your own increased learning experience.
- **Students scoring less than 80%** will be required to complete further studies during the seven weeks of the course (readings, assignments and self-assessments). All students should focus on learning outcomes and areas not mastered after the PRETEST ASSESSMENT.

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<b>Module Topic</b>	<b>Materials to Read and Review</b>	<b>Suggested Assignments</b>
<b>PRETEST</b>	<b>NO REVIEW NEEDED</b>	<b>COMPLETE ON FIRST DAY</b>
M1 – Organizational Change	Brown - Chapter 1 - Organization Development and Reinventing the Organization (p. 3-18)  View presentations	Module Discussion (Required)
M2 – Change Agent	Brown - Chapter 6 - Overcoming the Resistance to Change (p. 144 - 159)	Module Discussion (Required)
M3 – Social, Political, and Cultural Environment for Change	Brown Chapter 3 - Changing the Culture (p. 62 – 73) Chapter 13 - Work Team Development (p. 341 – 354) Chapter 15 - Organization Transformation and Strategic Change (p. 398 – 410)	Module Discussion (Required)
M4 – Conflict in Organizational Change	Brown Chapter 11 – Intergroup Development (p. 294 - 305) Chapter 16 - The Challenge and Future for Organizations (p. 420 - 431)	Module Discussion (Required)
M5 – Intervention and Team Development	Brown Chapter 8 – Process Intervention Skills (p. 198 – 206) Chapter 10 - Team Development Intervention (p. 261 - 278)	Module Discussion (Required)
M6 – Theories of	Leadership: Theories and	Module Discussion (Required)

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Leadership and Change	Controversies by Henman.  Leadership Theories and Styles: A Literature Review by Khan.  A Review of Leadership Theories, Principles and Styles and Their Relevance to Educational Management by Amanchukwu.	
<b>POSTTEST</b>	<b>REVIEW ALL NECESSARY MODULES</b>	<b>COMPLETE BEFORE FINAL DAY</b>
<b>CULMINATING PROJECT</b>	<b>CHANGE MANAGEMENT PLAN</b>	<b>REQUIRED ASSIGNMENT:</b> Complete the entire change management plan; Submit to Dropbox for grading; Place into ePortfolio upon successful completion, as directed by instructor.

**COMPLETE POSTTEST**- Scoring 80% or higher-  
Student earning 80% or higher on the POSTTEST after submitting a FINAL Artifact have successfully complete the course in Organizational Change. Students scoring less than 80% will have the opportunity to retake the POSTTEST after a review of material.

**COMPLETE CULMINATING PROJECT** with an 80% or better. Finalize project based on instructor feedback, making final edits where necessary and upload project to the documents section of your ePortfolio.

*Thank you for your hard work.  
Get ready to effectively lead change.  
All the Best!*

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