



Chaminade University

OF HONOLULU

Course Syllabus

[Chaminade University Honolulu](https://www.chaminade.edu/)

3140 Waialae Avenue - Honolulu, HI 96816

Course Number: MBA-761-90-5

Course Title: Leading Organizational Change

Department Name: Master of Business Administration

College/School/Division Name: School of Business & Communication

Term: Accelerated Winter 2023 (2023WIN)

Course Credits: 3

Class Meeting Days: Online

Class Meeting Hours: NA

Class Location: Online in Canvas LMS Environment

Instructor Name: Eduard O. Merc, Ph. D, MBA, CAPM

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Office Location: Kieffer Hall, Office #27

Office Hours: By Appointment



CHAMINADE UNIVERSITY MISSION STATEMENT

Chaminade University offers its students an education in a collaborative learning environment that prepares them for life, service, and successful careers. Guided by its Catholic, Marianist and liberal arts educational traditions, Chaminade encourages the development of moral character, personal competencies, and a commitment to build a just and peaceful society. The university offers both the civic and church communities of the Pacific region its academic and intellectual resources in the pursuit of common aims.

University Course Catalog Description

Provides concepts and skills needed to lead change and development efforts at the individual, team, and systems levels. Focus is given to the diagnosis of organizational events and the creation of interventions to improve them. Emphasis is on using consulting models and applying behavioral science knowledge and techniques to improve the performance of people and organizations. The course includes structural process and human resource interventions.

Course Overview

This course introduces students to the principles of planned change in organizations. In management, we often need to think about change in an architectural manner. That is, we must conceptualize it, we have to design it, and we have to put it into practice. And then we need to figure out whether what we intended to accomplish is, in fact, what we did. Doing all of this effectively requires that we be very aware of the organizational culture in which we're operating because culture, like personality at the individual level, is resistant to change. Our great ideas and best laid plans can end up going nowhere if we don't attend carefully to the systems and people who have to engage and enact the change we intend. Thus, pushing our organizations forward requires that we work with and are sensitive to the cultures which are at the core of organizational functioning.

As leaders, managers, or consultants, we can be confronted with the need for change on the part of both individuals and systems. An executive may need to be more efficient in her work habits, or an organization may need to become more welcoming to employee diversity. An administrative assistant may want to develop management skills, or a work group may need to learn how to discuss the real issues at its meetings. For the purpose of our course, this has two implications. The first is that we need to examine planned change at both the individual and the systems level. (In real life, we will almost always operate at the intersection of these two levels). The second is that we need to become comfortable dealing with the resistance that, overtly or not, always accompanies change.

Course Learning Outcomes

By the end of our course, students will be able to:

1. *Assess the readiness of an organization for change*
2. *Compare and contrast change management models. e.g. Deming Cycle, Kotter's 8-Steps, Lewin's CM McKinsey S-7*
3. *Apply and defend the organization-wide, bottom-up, and employee-focused approaches to change initiatives*
4. *Apply models of organizational change to approach a problem of importance in your work or in a fictitious business organization*

Alignment of Course Learning Outcomes

	CLO1	CLO 2	CLO 3	CLO 4
Marianist Values	5	5	5	5
Program Learning Outcomes		2		2,6,7

Marianist Values

This class represents one component of your education at Chaminade University of Honolulu. An education in the Marianist Tradition is marked by five principles and you should take every opportunity possible to reflect upon the role of these characteristics in your education and development:

1. Education for formation in faith
2. Provide an integral, quality education
3. Educate in family spirit
4. Educate for service, justice and peace
5. Educate for adaptation and change

Native Hawaiian Values

Education is an integral value in both Marianist and Native Hawaiian culture. Both recognize the transformative effect of a well-rounded, value-centered education on society, particularly in seeking justice for the marginalized, the forgotten, and the oppressed, always with an eye toward God (Ke Akua). This is reflected in the 'Olelo No'eau (Hawaiian proverbs) and Marianist core beliefs:

1. Educate for Formation in Faith (Mana) E ola au i ke akua ('Olelo No'eau 364) May I live by God
2. Provide an Integral, Quality Education (Na'auao) Lawe i ka ma'alea a kū'ono'ono ('Olelo No'eau 1957) Acquire skill and make it deep
3. Educate in Family Spirit ('Ohana) 'Ike aku, 'ike mai, kōkua aku kōkua mai; pela iho la ka nohana 'ohana ('Olelo No'eau 1200) Recognize others, be recognized, help others, be helped; such is a family relationship
4. Educate for Service, Justice and Peace (Aloha) Ka lama kū o ka no'eau ('Olelo No'eau 1430) Education is the standing torch of wisdom
5. Educate for Adaptation and Change (Aina) 'A'ohe pau ka 'ike i ka hālau ho'okahi ('Olelo No'eau 203) All knowledge is not taught in the same school

Required Learning Materials

Burke, W. (2018). *Organizational Change: Theory and Practice* (5th Edition). Thousand Oaks, CA: Sage Publications.

Additional required readings will be provided by the professor.

Course Website:

Our Canvas Course URL Link can be found here: <https://chaminade.instructure.com/courses/27936>

Technical Assistance for Canvas Users:

- Search for help on specific topics or get tips in [Canvas Students](#)
- [Live chat with Canvas Support for students](#)
- Canvas Support Hotline for students: +1-833-209-6111
- Watch this [video to get you started](#)
- [Online tutorials](#): click on "Students" role to access tutorials
- Contact the Chaminade IT Helpdesk for technical issues: helpdesk@chaminade.edu or call (808) 735-4855

Tutoring and Writing Services

Chaminade is proud to offer free, one-on-one tutoring and writing assistance to all students. Tutoring and writing help is available on campus at Kōkua 'Ike: Center for Student Learning in a variety of subjects (including, but are not limited to: biology, chemistry, math, nursing, English, etc.) from trained Peer and Professional Tutors. Please check [Kōkua 'Ike's website](#) for the latest times, list of drop-in hours, and information on scheduling an appointment. Free online tutoring is also available via TutorMe. Tutor Me can be accessed 24/7 from your Canvas account. Simply click Account – Notifications – TutorMe. For more information, please contact Kōkua 'Ike at tutoring@chaminade.edu or 808-739-8305.

Assessment

Here is a list of our homework assignments for this course and their point distribution:

- 10 Weekly Quizzes: 30 points each (300 total points)
- 5 Journal Article Reflections Summaries: 30 points each (150 total points)
- 5 Personal Discussion 'Reflection' Summaries: 30 points each (150 total points)
- 1 Midterm Exam: 100 Points
- 1 Final Exam: 100 Points
- 1 (Final Project): Research Paper Analysis: 200 Points

Total Possible Points: 1,000 Points

Grading Scale

Letter grades are given in all courses except those conducted on a credit/no credit basis. Grades are calculated from the student's daily work, class participation, quizzes, tests, term papers, reports and the final examination. They are interpreted as follows:

A Outstanding scholarship and an unusual degree of intellectual initiative

B Superior work done in a consistent and intellectual manner

C Average grade indicating a competent grasp of subject matter

D Inferior work of the lowest passing grade, not satisfactory for fulfillment of prerequisite course work

F Failed to grasp the minimum subject matter; no credit given

A+ >=970	A >=930 & <970	A- >=900 & <930
B+ >=870 & <900	B >=830 & <870	B- >=800 & <830
C+ >=770 & <800	C >=730 & <770	C- >=700 & <730
D+ >=670 & <700	D >=630 & <670	D- >=600 & <630
F < 600		

Course Schedule

This class is divided into 10-week online modules. For the purposes of this course the week begins on Monday morning and ends on Sunday. Deliverables and graded assignments are all due no later than 11:59PM on Sunday evening. In the case of discussion posts, students may not make all graded initial and graded response posts on the same day.

Note: Subject to change

Weeks/Modules:	Required Readings:	Homework Assignments:
Week 1	Module #1 Supplemental Content Links Chapter 1. Sources for Understanding Organization Change	<ul style="list-style-type: none"> • Chapter #1 Quiz • Chapter #1 Discussion Reflection Submission
Week 2	Module #2 Supplemental Content Links Chapter 2. Rethinking Organization Change	<ul style="list-style-type: none"> • Chapter #2 Quiz • Journal Article Reflection Summary Submission
Week 3	Module #3 Supplemental Content Links Chapter 3. A Brief History of Organization Change	<ul style="list-style-type: none"> • Chapter #3 Quiz • Chapter #3 Discussion Reflection Submission
Week 4	Module #4 Supplemental Content Links Chapter 4. Theoretical Foundations of Organizations and Organization Change	<ul style="list-style-type: none"> • Chapter #4 Quiz • Journal Article Reflection Summary Submission
Week 5	Module #5 Supplemental Content Links Chapter 5. The Nature of Organization Change	<ul style="list-style-type: none"> • <u>Midterm Exam</u> • Chapter #5 Quiz • Chapter #5 Discussion Reflection Submission
Week 6	Module #6 Supplemental Content Links Chapter 6. Levels of Organization Change: Individual, Group, and Larger System	<ul style="list-style-type: none"> • Chapter #6 Quiz • Journal Article Reflection Summary Submission
Week 7	Module #7 Supplemental Content Links Chapter 7. Organization Change: Research and Theory	<ul style="list-style-type: none"> • Chapter #7 Quiz • Chapter #7 Discussion Reflection Submission

Week 8	<p>Module #8 Supplemental Content Links</p> <p>Chapter 8. Conceptual Models for Understanding Organization Change</p>	<ul style="list-style-type: none"> • Chapter #8 Quiz • Journal Article Reflection Summary Submission
Week 9	<p>Module #9 Supplemental Content Links</p> <p>Chapter 9. Integrated Models for Understanding Organizations and for Leading and Managing Change</p> <p>Chapter 10. The Burke–Litwin Causal Model of Organization Performance and Change</p>	<ul style="list-style-type: none"> • Chapters #9 and 10 Quiz • Chapters #9 and 10 Discussion Reflection Submission
Week 10	<p>Module #10 Supplemental Content Links</p> <p>Chapter 11. Organizational Culture Change</p> <p>Chapter 15. Leading Organization Change</p> <p>Chapter 16. Organization Change: Summary and Integration</p>	<ul style="list-style-type: none"> • <u>Final Exam</u> • <u>Final Group Project (Presentation and Research Paper)</u> • Chapter #10, #11, #15, and #16 Quiz • Journal Article Reflection Summary Submission
Additional/(Optional) Chapter to Review:	<p>Chapter 12. Understanding and Working with Loosely Coupled Systems</p> <p>Chapter 13. Health Care and Government Organizations</p> <p>Chapter 14. Transformational Leadership</p> <p>Chapter 17. Organization Change: What We Need to Know</p>	<p>The course ends on Sunday, March 20th, 2023. All homework assignments must be completed and submitted by their respective deadline before the course is completed.</p> <p>Professor Eddie Merc, Ph.D.</p>

Course Policies

Late Work Policy

Late work will only be accepted with prior permission of the instructor.

Grades of "Incomplete"

Assignment of an Incomplete grade at the end of the semester will only be considered in exceptional cases and if the student had completed at least 80% of the coursework and graded material.

Writing Policy

All writing submissions, with the exception of discussion posts and when stated by the professor, will need to adhere to basic APA style requirements

Instructor and Student Communication

Questions for this course can be messaged to the professor through Canvas or via email to asoke.datta@chaminade.edu. Online, in-person and phone conferences can be arranged. Response time will take place in 24 to 48 hours.

Disability Access

If you need individual accommodations to meet course outcomes because of a documented disability, please speak with me to discuss your needs as soon as possible so that we can ensure your full participation in class and fair assessment of your work. Students with special needs who meet criteria for the Americans with Disabilities Act (ADA) provisions must provide written documentation of the need for accommodations from Kōkua 'Ike: Center for Student Learning by the end of week three of the class, in order for instructors to plan accordingly. If a student would like to determine if they meet the criteria for accommodations, they should contact the Kōkua 'Ike Coordinator at (808) 739-8305 for further information (ada@chaminade.edu).

Title IX Compliance

Chaminade University of Honolulu recognizes the inherent dignity of all individuals and promotes respect for all people. Sexual misconduct, physical and/or psychological abuse will NOT be tolerated at CUH. If you have been the victim of sexual misconduct, physical and/or psychological abuse, we encourage you to report this matter promptly. As a faculty member, I am interested in promoting a safe and healthy environment, and should I learn of any sexual misconduct, physical and/or psychological abuse, I must report the matter to the Title IX Coordinator. If you or someone you know has been harassed or assaulted, you can find the appropriate resources by visiting Campus Ministry, the Dean of Students Office, the Counseling Center, or the Office for Compliance and Personnel Services.

Attendance Policy

The following attendance policy is from the 2019-2020 Academic Catalog (p. 54-55).

Students are expected to attend regularly all courses for which they are registered. Student should notify their instructors when illness or other extenuating circumstances prevents them from attending class and make arrangements to complete missed assignments. Notification may be done by emailing the instructor's Chaminade email address, calling the instructor's campus extension, or by leaving a message with the instructor's division office. It is the instructor's prerogative to modify deadlines of course requirements accordingly. Any student who stops attending a course without officially withdrawing may receive a failing grade.

Unexcused absences equivalent to more than a week of classes may lead to a grade reduction for the course. Any unexcused absence of two consecutive weeks or more may result in being withdrawn from the course by the instructor, although the instructor is not required to withdraw students in that scenario. Repeated absences put students at risk of failing grades.

Students with disabilities who have obtained accommodations from the Chaminade University of Honolulu Tutor Coordinator may be considered for an exception when the accommodation does not materially alter the attainment of the learning outcomes.

Federal regulations require continued attendance for continuing payment of financial aid. When illness or personal reasons necessitate continued absence, the student should communicate first with the instructor to review the options. Anyone who stops attending a course without official withdrawal may receive a failing grade or be withdrawn by the instructor at the instructor's discretion.

Student Conduct Policy

Campus life is a unique situation requiring the full cooperation of each individual. For many, Chaminade is not only a school, but a home and a place of work as well. That makes it a community environment in which the actions of one students may directly affect other students. Therefore, each person must exercise a high degree of responsibility. Any community must have standards of conduct and rules by which it operates. At Chaminade, these standards are outlined so as to reflect both the Catholic, Marianist values of the institution and to honor and respect students as responsible adults. All alleged violations of the community standards are handled through an established student conduct process, outlined in the Student Handbook, and operated within the guidelines set to honor both students' rights and campus values.

Students should conduct themselves in a manner that reflects the ideals of the University. This includes knowing and respecting the intent of rules, regulations, and/or policies presented in the Student Handbook, and realizing that students are subject to the University's jurisdiction from the time of their admission until their enrollment has been formally terminated. Please refer to the Student Handbook for more details. A copy of the Student Handbook is available on the Chaminade website under Student Life.

For further information, [please refer to the Chaminade Catalogue](#).

Credit Hour Policy

The unit of semester credit is defined as university-level credit that is awarded for the completion of coursework. One credit hour reflects the amount of work represented in the intended learning outcomes and verified by evidence of student achievement for those learning outcomes. Each credit hour earned at Chaminade University should result in 45 hours of engagement. This equates to one hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work each week for approximately fifteen weeks for one semester, 10 week term, or equivalent amount of work over a different amount of time. Direct instructor engagement and out-of-class work result in total student engagement time of 45 hours for one credit.

The minimum 45 hours of engagement per credit hour can be satisfied in fully online, internship, or other specialized courses through several means, including (a) regular online instruction or interaction with the faculty member and fellow students and (b) academic engagement through extensive reading, research, online discussion, online quizzes or exams; instruction, collaborative group work, internships, laboratory work, practica, studio work, and preparation of papers, presentations, or other forms of assessment. This policy is in accordance with federal regulations and regional accrediting agencies.

Student Notes:

Aloha from Professor Eddie Merc, Ph.D., MBA, CAPM