

COURSE SYLLABUS



COURSE TITLE: Business 322 – Organizational Change
CLASS SECTION: Sec 002
TERM: F-2024
COURSE CREDITS: 3 credits
DELIVERY METHOD(S): In class application / Lecture
In Person – Room CBA 285
Thursdays 8:30 am – 11:20 am

Camosun College campuses are located on the traditional territories of the Lək̓ʷəŋən and W̱SÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here.
Learn more about Camosun's [Territorial Acknowledgement](#).

INSTRUCTOR DETAILS

NAME: Robert (Bob) Downie
EMAIL: downier@camosun.ca
OFFICE: Virtual (Collaborate)
PHONE: Office-250-370-4130 Cell-250-883-3311
HOURS: By appointment (virtual office)

As your course instructor, I endeavour to provide an inclusive learning environment. However, if you experience barriers to learning in this course, do not hesitate to discuss them with me. Camosun College is committed to identifying and removing institutional and social barriers that prevent access and impede success.

CALENDAR DESCRIPTION

Learners will explore multiple ways of critically assessing the effectiveness of organizational change while considering the dynamic forces in an organizational environment by using change models and frameworks. Learners will consider the appropriate balance of key elements foundational to successful organizational performance, including the people, tasks, culture, and formal structure, when engaging in change. Strategies for gaining stakeholder input and support will be analyzed, along with identifying methods to measure change effectiveness. Learners will explore pathways to becoming a change agent. Learning methods include discussions, case studies, and critical reflection and analysis of change experiences.

Prerequisites One of:

The successful development, execution, and evaluation of business strategies is fundamental to organizational success. This course focuses on creating, capturing, and maintaining sustainable competitive advantage within the marketplace. Using a business simulation and other course activities, students will learn and practice business strategy, integrating new concepts with those gained in previous courses.

PREREQUISITE(S): C in BUS 220 C in KIN 315 Or all of: Bachelor degree from a recognized post-secondary institution

COURSE LEARNING OUTCOMES / OBJECTIVES

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

1. Identify internal and external environmental forces that drive change in organizations
2. Assess the alignment of key elements that are foundational to organizational performance
3. Analyze strategies and methods to garner diverse stakeholder support for change
4. Identify relevant data and methods to measure progress toward, and achievement of, organizational goals
5. Use change models to evaluate the effectiveness of change in organizations
6. Recommend strategies to sustain organizational change initiatives
7. Explore pathways to becoming a change agent that will affect successful organizational change

REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION

- a) Deszca, G., Ingols, C., Atanassova, E., & Cawsey, T. F. (2025). Organizational change: An action-oriented toolkit (fifth edition). SAGE Publications.
- b) [Camosun Bookstore](#) or Publisher's website: [Organizational Change](#)
- c) Be sure to get the 5th edition as pictured above. (NOTE: Online through the publisher it may be described as the 35th edition)
- d) If a case study is used for an assignment students may be required to purchase the case to comply with copyright requirements.
 - There will be no more than three case studies, and these average \$5 - \$6 per case
- e) Readings and other materials assigned by instructor – available on D2L.

COURSE SCHEDULE, TOPICS, AND ASSOCIATED PREPARATION / ACTIVITY / EVALUATION

The following schedule and course components are subject to change with reasonable advance notice, as deemed appropriate by the instructor. This section meets Thursdays from 8:30 am - 11:20 am.

DATE RANGE	Topics and Assigned Reading	Preparation / Assignments
<p>Week 1 Module 1 Unit 1 Sept 5</p>	<p>Topic: Course Overview / introductions / Team Formation</p> <p>Readings:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Text: Familiarize yourself with text <input type="checkbox"/> Other: Course Syllabus 	<ul style="list-style-type: none"> <input type="checkbox"/> Purchase textbook <input type="checkbox"/> Review D2L course site <input type="checkbox"/> Review Course Syllabus <input type="checkbox"/> Review Assignment Requirements <input type="checkbox"/> Familiarize yourself with text <input type="checkbox"/> Complete online introduction post on D2L Discussions – Due Friday this week
<p>Week 2 Module 1 Unit 2 Sept 12</p>	<p>Topic: The What and How of Change</p> <p>Readings / Material for Review:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Text: Ch 1 Changing Organizations In Our Complex World pp1-31 (31 pp) <input type="checkbox"/> Other: 	<ul style="list-style-type: none"> <input type="checkbox"/> Complete Reading for this week <input type="checkbox"/> Be prepared for in-class closed book quiz on chapter content - individual and team.
<p>Week 3 Module 1 Unit 3 Sept 19</p>	<p>Topic: The What and How of Change</p> <p>Readings / Material for Review:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Text: Ch 2 How To Lead Organizational Change: Frameworks pp 35-56 (21 pp) <input type="checkbox"/> Other: 	<ul style="list-style-type: none"> <input type="checkbox"/> Complete Reading for this week <input type="checkbox"/> Complete online quiz before class – based on this week’s content.
<p>Week 4 Module 1 Unit 4 Sept 26</p>	<p>Topic: The What and How of Change</p> <p>Readings / Material for Review:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Text: Ch 3 What To Change In An Organization: Frameworks pp 63-90 (27 pp) <input type="checkbox"/> Other: 	<ul style="list-style-type: none"> <input type="checkbox"/> Complete Reading for this week <input type="checkbox"/> Be prepared to discuss the requirements for the Critical Analysis of Change Assignment and Proposal (Proposal Due Oct 6th) <input type="checkbox"/> Complete Summary Activity as set out in class <input type="checkbox"/> Complete online quiz before class – based on this week’s content.
<p>Week 5 Module 2 Unit 1 Oct 3</p>	<p>Topic: Change Leadership and the role of Data</p> <p>Readings / Material for Review:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Text: Ch 4 Who Leads the Change pp 113-143 (30 pp) <input type="checkbox"/> Other: 	<ul style="list-style-type: none"> <input type="checkbox"/> Complete Reading for this week <input type="checkbox"/> Be prepared for in-class closed book quiz on chapter content - individual and team <input type="checkbox"/> Complete / submit - Critical Analysis of Change Assignment Proposal - Due Oct 6th

DATE RANGE	Topics and Assigned Reading	Preparation / Assignments
Week 6 Module 2 Unit 2 Oct 10	Topic: Change Leadership and the Role of Data Readings / Material for Review: <input type="checkbox"/> Text: Ch 11 Change Management Data Analysis pp 415-436 (21 pp) <input type="checkbox"/> Other:	<input type="checkbox"/> Complete Reading for this week <input type="checkbox"/> Complete online quiz before class – based on this week’s content.
Week 7 Module 2 Unit 3 Oct 17	Topic: Awakening: The Case for Change Readings / Material for Review: <input type="checkbox"/> Text: Ch 5 Awakening: Building and Energizing the Need for Change pp160-194 (34 pp) <input type="checkbox"/> Other:	<input type="checkbox"/> Complete Reading for this week <input type="checkbox"/> Complete Summary Activity as set out in class <input type="checkbox"/> Complete online quiz before class – based on this week’s content.
Week 8 Module 3 Unit 1 Oct 24	Topic: Mobilizing for Change – Structures and Systems Readings / Material for Review: <input type="checkbox"/> Text: Ch 6 Navigating Change Through Formal Structures and Systems pp 205-232 (27 pp) <input type="checkbox"/> Other:	<input type="checkbox"/> Complete Reading for this week <input type="checkbox"/> Be prepared for in-class closed book quiz on chapter content - individual and team
Week 9 Module 3 Unit 2 Oct 31	Topic: Mobilizing for Change – Politics and Culture Readings / Material for Review: <input type="checkbox"/> Text: Ch 7 Navigating Organizational Politics and Culture pp 248-270 (22 pp) <input type="checkbox"/> Other:	<input type="checkbox"/> Complete Reading for this week <input type="checkbox"/> Work on Critical Analysis of Change Assignment: Due: Friday Week 12 <input type="checkbox"/> Complete online quiz before class – based on this week’s content.
Week 10 Module 3 Unit 3 Nov 7	Topic: Mobilizing for Change – People First Readings / Material for Review: <input type="checkbox"/> Text: Ch 8 Mobilizing: Recipients of Change and Internal Stakeholders pp 283-312 (29 pp) <input type="checkbox"/> Other:	<input type="checkbox"/> Complete Reading for this week <input type="checkbox"/> Work on Critical Analysis of Change Assignment <input type="checkbox"/> Complete Summary Activity as set out in class <input type="checkbox"/> Complete online quiz before class – based on this week’s content.

DATE RANGE	Topics and Assigned Reading	Preparation / Assignments
Week 11 Module 4 Unit 1 Nov 14	Topic: Implementing and Sustaining Change Readings / Material for Review: <input type="checkbox"/> Text: Ch 9 Moving from Mobilizing to Accelerating Change: Action Planning & Implementation Tools pp 335-364 (29 pp) <input type="checkbox"/> Other:	<input type="checkbox"/> Complete Reading for this week <input type="checkbox"/> Be prepared for in-class closed book quiz on chapter content - individual and team <input type="checkbox"/> Be prepared to discuss Personal Reflection Paper assignment – Due Dec 6th <input type="checkbox"/> Work on Critical Analysis of Change Assignment: Due next week
Week 12 Module 4 Unit 2 Nov 21	Topic: Implementing and Sustaining Change Readings / Material for Review: <input type="checkbox"/> Text: Ch 10 Institutionalizing the Changes pp 383-396 (13 pp) <input type="checkbox"/> Other:	<input type="checkbox"/> Complete Reading for this week <input type="checkbox"/> Complete online quiz before class – based on this week’s content. <input type="checkbox"/> Work on Personal Reflection Paper: Due Friday Week 14 <input type="checkbox"/> Complete Summary Activity as set out in class <input type="checkbox"/> Complete / submit - Critical Analysis of Change Assignment Paper - Due Nov 22nd
Week 13 Module 5 Unit 1 Nov 28	Topic: The Future of Change - Organizations Readings / Material for Review: <input type="checkbox"/> Text: Ch 12 The Future of Change and the Future of Organizations pp 446-456 (11 pp)	<input type="checkbox"/> Complete Reading for this week. <input type="checkbox"/> Be prepared for in-class closed book quiz on chapter content - individual and team <input type="checkbox"/> Work on Personal Reflection Paper
Week 14 Module 5 Unit 2 Dec 5	Topic: The Future of Change - You Readings / Material for Review: <input type="checkbox"/> Text: May use content from any chapter	<input type="checkbox"/> Complete Reading for this week. <input type="checkbox"/> Complete Peer Evaluation Due Friday Dec 6th <input type="checkbox"/> Complete / submit - Personal Reflections Paper: Due: Friday Dec 6th
Exam Period	No Final Exam	

Students registered with the Centre for Accessible Learning (CAL) who complete quizzes, tests, and exams with academic accommodations have booking procedures and deadlines with CAL where advanced noticed is required. Deadlines scan be reviewed on the [CAL exams page](http://camosun.ca/services/accessible-learning/exams.html). <http://camosun.ca/services/accessible-learning/exams.html>

EVALUATION OF LEARNING

DESCRIPTION	WEIGHTING
Quizzes <input type="checkbox"/> Weekly Quizzes (most weeks) Up to 13 - top ten marks recorded - 2% each	20%
In-class – online activities <input type="checkbox"/> tRAT (team) Quizzes – 10% <input type="checkbox"/> In-class / online activities – 10%	20%
Assignments <input type="checkbox"/> Proposal for Critical Analysis of Change Assignment <input type="checkbox"/> Critical Analysis of Change Assignment <input type="checkbox"/> Personal Reflection Paper <input type="checkbox"/> Peer Evaluation by Team Members	15% 30% 10% 5%
TOTAL	100%

Notes on assessments:

1. The course will use a modified Team Based Learning approach. This requires students to work on assignments in class with team members. Teams will periodically complete a team quiz that will be graded as part of the In-class – Online activities grade. Therefore decisions about attendance should be made with this in mind
2. Individual quizzes will be completed most weeks – online prior to class, and will not be after class starts.
3. No work on assessed team work / in class team assignments will be required outside of class time.

If you have a concern about a grade you have received for an evaluation, please come and see me as soon as possible. Refer to the [Grade Review and Appeals](#) policy for more information.

<http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf>

COURSE GUIDELINES & EXPECTATIONS

Assignment formatting. The School of Business uses APA 7 style for formatting assignments and citing references. Proper citations and formatting using APA style will be required. See Camosun College citation guides: <http://camosun.ca.libguides.com/apa7>

- Where required by your instructor, submit all assignments into the D2L assignments by your last name.
- In text citations for quotes, paraphrasing, and references must be consistent with APA standards.
- Grammar, spelling, style and APA formatting, citations and referencing will be assessed in your mark.
- All submitted work must be properly referenced to sources where required by your instructor.
- Unless otherwise specified, you are to submit your own work, any work collaborated (unless permitted by the course) will be considered in violation of the College's Academic Integrity Policy. See Camosun's (2021) policy at: <https://legacy.camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf>.

Acts of academic dishonesty include, but are not limited to:

- Using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words.
- Duplicating a table, graph, or diagram, in whole or in part, without referencing the source.
- Paraphrasing the ideas of another person, whether written or verbal, without referencing the source.

- Providing answers to another student in any test, examination, or take-home assignment.
- Taking any unauthorized materials into an examination or test.
- Submitting the same paper or portions thereof for more than one assignment in different courses without the instructor's permission.
- If you are uncertain or have any questions regarding academic integrity, please do not hesitate to discuss these with your instructor.**

USE OF AI-BASED WRITING TOOLS

This is specifically about ChatGPT but applies to using any artificial intelligence technology in this class. ChatGPT is an AI-based language model that can generate human-like text and is available to students in this course. However, its use is limited to idea generation only. The purpose of this section is to outline the guidelines for using ChatGPT in this course and to specify the restrictions on its use.

- Students may use ChatGPT or other AI-based language models to assist with generating ideas or writing prompts, but the final product must be their own original work. It is essential that students recognize the importance of generating their ideas and thoughts to enhance their critical thinking, problem-solving, and decision-making skills. Therefore, the use of ChatGPT should be seen as a supportive tool, rather than a replacement for students' ideas and efforts.
- Students are not permitted to use ChatGPT or other AI-based language models to complete assignments or exams. Any use of ChatGPT or other AI-based language models for such purposes will be considered academic dishonesty and will result in appropriate action being taken, in line with the College's academic integrity policies.
- If using ChatGPT or other AI-based language models to generate ideas, students must cite the use of ChatGPT or other AI-based language models in their work, following the style guidelines for the course.
- Students are responsible for understanding the limitations and potential biases of ChatGPT and other AI-based language models and for critically evaluating their output.
- The use of ChatGPT or other AI-based language models is not a substitute for participating in class discussions or completing course readings.

SCHOOL OR DEPARTMENTAL INFORMATION

The School of Business is committed to promoting competence, professionalism and integrity in our students and developing their core skills to succeed throughout their academic programs and in their careers. The purpose of these guidelines is to provide clear expectations of appropriate academic conduct and to establish processes for discipline in appropriate circumstances. It is your responsibility to become familiar with the content and the consequences of academic dishonesty.

Camosun College School of Business (2016) Academic Honesty Guidelines from:

<http://camosun.ca/learn/school/business/current-students/documents/Academic-Honesty-Guidelines.pdf>.

Deadlines, exams, and assignments. You must submit your assignments on the due date or as announced. A grade of zero will be assigned to late submissions. There are no additional assignments or make-up exams of any kind if you performed poorly on an assignment, midterm or final exam.

- a. **QUIZ DATES WILL NOT BE RESCHEDULED.** Non-attendance on scheduled exam dates results in a zero grade. Exceptions will be made only for medical reasons or extenuating circumstances that must be submitted and then accepted by the instructor. Please advise your instructor promptly.
- b. Students registered through the [Centre for Accessible Learning \(CAL\)](#) should discuss timelines with their instructors at the beginning of each semester.
- c. Medical notes must be dated, signed, and be written on letterhead or prescription paper imprinted with the physician's name and address. Notes are accepted from Physician (GP or medical specialist), Nurse Practitioner, Psychiatrist, Psychologist, Counsellor and Aboriginal Elder. Electronic notes will not be accepted. Medical documentation must be received as soon as reasonably possible.

Final exams: Students are expected to write tests and final exams at the scheduled time and place. In emergency circumstances, a student may write a test or final examination before or after the scheduled time if the student would otherwise be unable to complete the program or course. Exceptions due to emergency circumstances, such as unavoidable employment commitments, health problems, or unavoidable family crises, require the approval of the appropriate instructor. **Holidays or scheduled flights are not considered emergencies.** The student may be required to provide verification of the emergency circumstance. See Camosun College (2018) Final Examinations from: <http://camosun.ca/learn/calendar/current/procedures.html#academic>.

STUDENT RESPONSIBILITY

Enrolment at Camosun assumes that the student will become a responsible member of the College community. As such, each student will display a positive work ethic, assist in the preservation of College property, and assume responsibility for their education by researching academic requirements and policies; demonstrating courtesy and respect toward others; and respecting expectations concerning attendance, assignments, deadlines, and appointments.

SUPPORTS AND SERVICES FOR STUDENTS

Camosun College offers a number of services to help you succeed in and out of the classroom. For a detailed overview of the supports and services visit <http://camosun.ca/students/>.

Support Service	Website
Academic Advising	http://camosun.ca/advising
Accessible Learning	http://camosun.ca/accessible-learning
Counselling	http://camosun.ca/counselling
Career Services	http://camosun.ca/coop
Financial Aid and Awards	http://camosun.ca/financialaid
Help Centres (Math/English/Science)	http://camosun.ca/help-centres
Indigenous Student Support	http://camosun.ca/indigenous
International Student Support	http://camosun.ca/international/
Learning Skills	http://camosun.ca/learningskills
Library	http://camosun.ca/services/library/
Office of Student Support	http://camosun.ca/oss
Ombudsperson	http://camosun.ca/ombuds
Registration	http://camosun.ca/registration
Technology Support	http://camosun.ca/its
Writing Centre	http://camosun.ca/writing-centre

If you have a mental health concern, please contact Counselling to arrange an appointment as soon as possible. Counselling sessions are available at both campuses during business hours. If you need urgent support after-hours, please contact the Vancouver Island Crisis Line at 1-888-494-3888 or call 911.

COLLEGE-WIDE POLICIES, PROCEDURES, REQUIREMENTS, AND STANDARDS

Academic Accommodations for Students with Disabilities

The College is committed to providing appropriate and reasonable academic accommodations to students with disabilities (i.e. physical, depression, learning, etc). If you have a disability, the [Centre for Accessible Learning](http://camosun.ca/services/accessible-learning/) (CAL) can help you document your needs, and where disability-related barriers to access in your courses exist, create an accommodation plan. By making a plan through CAL, you can ensure you have the appropriate academic accommodations you need without disclosing your diagnosis or condition to course instructors. Please visit the CAL website for contacts and to learn how to get started:

<http://camosun.ca/services/accessible-learning/>

Academic Integrity

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf> for policy regarding academic expectations and details for addressing and resolving matters of academic misconduct.

Academic Progress

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.1.pdf> for further details on how Camosun College monitors students' academic progress and what steps can be taken if a student is at risk of not meeting the College's academic progress standards.

Course Withdrawals Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <http://camosun.ca/learn/fees/#deadlines>.

Grading Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf> for further details about grading.

Percentage	Grade	Description	Grade Point Equivalency
90-100	A+		9
85-89	A		8
80-84	A-		7
77-79	B+		6
73-76	B		5
70-72	B-		4
65-69	C+		3
60-64	C		2
50-59	D	Minimum level of achievement for which credit is granted; a course with a "D" grade cannot be used as a prerequisite.	1
0-49	F	Minimum level has not been achieved.	0

Grade Review and Appeals

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf> for policy relating to requests for review and appeal of grades.

Mandatory Attendance for First Class Meeting of Each Course

Camosun College requires mandatory attendance for the first class meeting of each course. If you do not attend, and do not provide your instructor with a reasonable reason in advance, you will be removed from the course and the space offered to the next waitlisted student. For more information, please see the "Attendance" section under "Registration Policies and Procedures" (<http://camosun.ca/learn/calendar/current/procedures.html>) and the Grading Policy at <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf>.

Medical / Compassionate Withdrawals

Students who are incapacitated and unable to complete or succeed in their studies by virtue of serious and demonstrated exceptional circumstances may be eligible for a medical/compassionate withdrawal. Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.8.pdf> to learn more about the process involved in a medical/compassionate withdrawal.

Sexual Violence and Misconduct

Camosun is committed to creating a campus culture of safety, respect, and consent. Camosun's Office of Student Support is responsible for offering support to students impacted by sexual violence. Regardless of when or where the sexual violence or misconduct occurred, students can access support at Camosun. The Office of Student Support will make sure students have a safe and private place to talk and will help them understand what supports are available and their options for next steps. The Office of Student Support respects a student's right to choose what is right for them. For more information see Camosun's Sexualized Violence and Misconduct Policy: <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.9.pdf> and camosun.ca/sexual-violence. To contact the Office of Student Support: oss@camosun.ca or by phone: 250-370-3046 or 250-3703841

Student Misconduct (Non-Academic)

Camosun College is committed to building the academic competency of all students, seeks to empower students to become agents of their own learning, and promotes academic belonging for everyone. Camosun also expects that all students to conduct themselves in a manner that contributes to a positive, supportive, and safe learning environment. Please review Camosun College's Student Misconduct Policy at <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.5.pdf> to understand the College's expectations of academic integrity and student behavioural conduct.

Changes to this Syllabus: Every effort has been made to ensure that information in this syllabus is accurate at the time of publication. The College reserves the right to change courses if it becomes necessary so that course content remains relevant. In such cases, the instructor will give the students clear and timely notice of the changes.