

# COURSE SYLLABUS



COURSE TITLE: BUS 322, Leading Organizational Change

CLASS SECTION: D01

TERM: Winter 2022

COURSE CREDITS: 3

DELIVERY METHOD(S): Online, Asynchronous

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](#).

For COVID-19 information please visit <https://legacy.camosun.ca/covid19/index.html>.

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*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 explanation in advance, you will be removed from the course and the space offered to the next waitlisted student.*

## INSTRUCTOR DETAILS

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NAME: Coralee Czinkota

EMAIL: [czinkotac@camosun.ca](mailto:czinkotac@camosun.ca)

OFFICE HOURS: Virtual, by appointment

*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

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This course explores various models of leadership application to organizations. Students will have the opportunity to examine their own leadership styles with regard to these models. The course also focuses on the leader's role in promoting change through strategic planning and change management.

PREREQUISITE(S): C in BUS 214 OR C in BUS 220 OR C in KIN 315  
OR Bachelor degree from a recognized post-secondary institution

## COURSE LEARNING OUTCOMES / OBJECTIVES

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- 1) Evaluate and apply personal leadership philosophy, personal values, beliefs and attributes associated with organizational change.
- 2) Diagnose and analyze organizational culture, including drivers and barriers to change.
- 3) Identify and apply models of change management with consideration to organizational context and the effectiveness of change strategies.
- 4) Develop and evaluate strategies that integrate human response to organizational change
- 5) Analyze group dynamics and assess the relationship to change management.

6) Assess and analyze the impact of trust and respect as success factors in organizational change.

**REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION**

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Deszca, G., Ingols, C., & Cawsey, T. F. (2020). *Organizational change: An action-oriented toolkit* (fourth ed.). SAGE Publications.

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

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The following schedule and course components are subject to change with reasonable advance notice, as deemed appropriate by the instructor.

WEEK / DATE RANGE	TOPIC	ACTIVITIES AND ASSIGNMENTS
Week 1: Jan 10-16	Course Overview and Self Introductions	<ul style="list-style-type: none"> <li><input type="checkbox"/> Read the Course Overview and student introductions</li> <li><input type="checkbox"/> Post your Self-Introduction under Discussions by NOON (12:00PM) on Wednesday, Jan 12 or you will be withdrawn from the course.</li> <li><input type="checkbox"/> Purchase the textbook as you will need the book to pass this course.</li> <li><input type="checkbox"/></li> <li><input type="checkbox"/> To get a head start read Chapter 1 for next week</li> </ul>
Week 2: Jan 17-23	Changing Organizations in our Complex World	<ul style="list-style-type: none"> <li><input type="checkbox"/> Read Chapter 1 and complete the chapter quiz by the posted due date.</li> <li><input type="checkbox"/> Under Discussions, your Chapter 1: An Introduction to Change post is due: Sunday, Jan 23rd @ 11:59pm. Response due next week.</li> <li><input type="checkbox"/> Review the resources for your Personal Reflections on Organizational Change: Instructions Essay</li> </ul>
Week 3: Jan 24-30	How to Lead Organizational Change: Frameworks	<ul style="list-style-type: none"> <li><input type="checkbox"/> Read Chapter 2 and complete the chapter quiz by the posted due date.</li> <li><input type="checkbox"/> Under Discussions, your Chapter 1: An Introduction to Change response is due: Sunday, Jan 30th @ 11:59pm</li> <li><input type="checkbox"/> Work on your Personal Reflection on Organizational Change essay.</li> </ul>
Week 4: Jan 31-Feb 6	What to Change in an Organization: Frameworks	<ul style="list-style-type: none"> <li><input type="checkbox"/> Read Chapter 3 and complete the chapter quiz by the posted due date.</li> <li><input type="checkbox"/> Under Discussions, your Chapter 3: Unintended Consequences of What has been Changed is due: Sunday, Feb 6 by 11:59pm. Response due next week.</li> <li><input type="checkbox"/> Work on your Personal Reflection on Organizational Change assignment.</li> </ul>

WEEK / DATE RANGE	TOPIC	ACTIVITIES AND ASSIGNMENTS
Week 5: Feb 7-13	Work on your Personal Reflections on Org Change Essay	<input type="checkbox"/> Under Discussions, your Chapter 3: Unintended Consequences of What has been Changed response is due: Sunday, Feb 13 by 11:59 pm. <input type="checkbox"/> Personal Reflections on Organizational Change Essay due Monday, February 14 by 11:59 pm.
Week 6: Feb 14-20	Building & Energizing the Need for Change	<input type="checkbox"/> Read Chapter 4 and complete the chapter quiz by the posted due date.
Week 7: Feb 21-27	Reading Week	<input type="checkbox"/> No classes
Week 8: Feb 28-Mar 6	Navigating Change through Formal Structures & Systems	<input type="checkbox"/> Read Chapter 5 and complete the chapter quiz by the posted due date. <input type="checkbox"/> Under Discussions, your Chapter 5 post is due: Sunday, Mar 6 by 11:59 pm. Response due next week.
Week 9: Mar 7-13	Navigating Organizational Politics & Culture	<input type="checkbox"/> Read Chapter 6 and complete the chapter quiz by the posted due date. <input type="checkbox"/> Under Discussions, your Chapter 5 response is due: Sunday, Mar 13 by 11:59 pm.
Week 10: Mar 14-20	Managing Recipients of Change & Influencing Internal Stakeholders	<input type="checkbox"/> Read Chapter 7 and complete the chapter quiz by the posted due date.
Week 11: Mar 21-27	Action Planning & Implementation	<input type="checkbox"/> Read Chapter 9 for next week and complete the chapter quiz by the posted due date. <input type="checkbox"/> Under Discussions, your Chapter 9 post is due: Sunday, Mar 27 by 11:59 pm. Response due next week.
Week 12: Mar 28-Apr 3	Becoming a Master Agent	<input type="checkbox"/> Read Chapter 9 and complete the chapter quiz by the posted due date. <input type="checkbox"/> Under Discussions, your Chapter 9 response is due: Sunday, Apr 3 by 11:59 pm.
Week 13: Apr 4-10	The Future of Organizations & the Future of Change	<input type="checkbox"/> Read Chapter 11 and complete the chapter quiz by the posted due date. <input type="checkbox"/> Under Discussions, your Chapter 11 post is due: Sunday, Apr 10 by 11:59 pm. Response due next week.
Week 14: Apr 11-17	Get and Use Data Throughout the Change Process	<input type="checkbox"/> Read Chapter 10 and complete the chapter quiz by the posted due date <input type="checkbox"/> Under Discussions, your Chapter 11 response is due: Sunday, Apr 17 by 11:59 pm. <input type="checkbox"/> End of Semester Survey

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 notice is required. Deadlines can 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

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DESCRIPTION	WEIGHTING
Personal Reflections on Organizational Change: Essay	25%
Weekly Chapter quizzes: 11 x 3% each (top 10 marks)	30%
Discussions (5 posts x 6%)	30%
Discussion Responses (3 responses required x 5%)	15%
	<b>TOTAL</b>
	100%

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](http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf) policy for more information.  
<http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf>

**Please Note:** I do not accept requests for grade adjustments after final grades have been calculated. I'd be happy to discuss your academic progress throughout the semester. Feel free to book an appointment with me at any time.

## COURSE GUIDELINES & EXPECTATIONS

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### Participation

- Students are expected to participate weekly and to remain in contact with the instructor and class via D2L by participating in the discussion forums, completing chapter quizzes and assignments by the posted due dates.
- Please communicate with me, your instructor, in the event of extenuating personal or family circumstances (illness, accident, and other uncontrollable events, medical emergencies) in a timely manner and provide applicable documentation in which case the instructor may use their discretion regarding the non-attendance/non-participation

## SCHOOL OR DEPARTMENTAL INFORMATION

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School of Business, Management and Human Resource Leadership Department  
Centre for Business and Access Building  
[business@camosun.ca](mailto:business@camosun.ca)

## STUDENT RESPONSIBILITY

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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

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

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

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### 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/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.

### 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](http://camosun.ca/sexual-violence). To contact the Office of Student Support: [oss@camosun.ca](mailto: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.