

# COURSE SYLLABUS



COURSE TITLE: BUS 322, Leading Organizational Change

CLASS SECTION: D01

TERM: Fall 2023

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](#).

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*The School of Business 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: CBA

HOURS: 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. Identify personal values, beliefs, and personality styles and analyze how they impact performance in organizations.
2. Analyze and use leadership models and theories to describe effective practice.
3. Develop a framework explaining contemporary leadership by drawing on a continuum of leadership theory.
4. Demonstrate an appropriate blend of task and relationship skills in a variety of leadership situations.
5. Demonstrate leadership through effective communication, active listening and giving and receiving feedback.

## 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

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: Sept 5-10	Course Overview and Self Introductions	<p>Introductions and Course Overview</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Post your Self-Introduction under Discussions by <b>Thursday, September 7 @11:59pm</b> or you will be <b>withdrawn from the course.</b></li> <li><input type="checkbox"/> Purchase the textbook as you will need the book to pass this course.</li> <li><input type="checkbox"/> To get a head start, read Chapter 1 for next week and complete the Chapter 1 quiz by the posted due date</li> </ul>
Week 2: Sept 11-17	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 An Introduction to Change post is due: <b>September 17 by 11:59 pm. Responses due next week.</b></li> <li><input type="checkbox"/> Review the resources for your Critical Analysis of Change assignment</li> </ul>
Week 3: Sept 18-24	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 An Introduction to Change response is due: <b>September 24 by 11:59 pm</b></li> <li><input type="checkbox"/> Work on your Critical Analysis of Change assignment.</li> </ul>
Week 4: Sept 25-Oct 1	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 post is due <b>October 1 by 11:59 pm. Responses due next week.</b></li> <li><input type="checkbox"/> Work on your Critical Analysis of Change assignment.</li> </ul>
Week 5: Oct 2-8	Work on your Personal Reflections on Org Change Essay	<ul style="list-style-type: none"> <li><input type="checkbox"/> Under Discussions, your Chapter 3 response is due <b>October 8 by 11:59pm.</b></li> <li><input type="checkbox"/> Critical Analysis of Change <b>due: Thursday, October 12 by 11:59 pm</b></li> </ul>
Week 6: Oct 9-15	Building & Energizing the Need for Change	<ul style="list-style-type: none"> <li><input type="checkbox"/> Read Chapter 4 and complete the chapter quiz by the posted due date.</li> </ul>
Week 7: Oct 16-22	Navigating Change through Formal Structures & Systems	<ul style="list-style-type: none"> <li><input type="checkbox"/> Read Chapter 5 and complete the chapter quiz by the posted due date.</li> <li><input type="checkbox"/> Under Discussions, your Chapter 5 post is due by <b>October 22 @ 11:59 pm Responses due next week</b></li> </ul>
Week 8: Oct 23-29	Navigating Organizational Politics & Culture	<ul style="list-style-type: none"> <li><input type="checkbox"/> Read Chapter 6 and complete the chapter quiz by the posted due date.</li> <li><input type="checkbox"/> Under Discussions, your Chapter 5 response is due by <b>October 29 @ 11:59 pm</b></li> </ul>

WEEK / DATE RANGE	TOPIC	ACTIVITIES AND ASSIGNMENTS
Week 9: Oct 30-Nov 5	Managing Recipients of Change & Influencing Internal Stakeholders	<input type="checkbox"/> Read Chapter 7 and complete the chapter quiz by the posted due date.
Week 10: Nov 6-12	Becoming a Master Change Agent	<input type="checkbox"/> Read Chapter 9 for next week and complete the chapter quiz by the posted due date. <input type="checkbox"/> <b>Under Discussions</b> , your Chapter 8 post is due by <b>November 12 by 11:59 pm. Responses due next week</b>
Week 11: Nov 13-19	Action Planning & Implementation	<input type="checkbox"/> Read Chapter 9 and complete the chapter quiz by the posted due date. <input type="checkbox"/> <b>Under Discussions</b> , your Chapter 8 response is due by <b>November 19 by 11:59 pm</b>
Week 12: Nov 20-26	Get & Use Data Throughout the Change Process	<input type="checkbox"/> Read Chapter 10 and complete the chapter quiz by the posted due date.
Week 13: Nov 27-Dec 3	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"/> <b>Under Discussions</b> , your Chapter 10 response is due by <b>December 3 by 11:59 pm. Responses due next week</b>
Week 14: Dec 4-10	Wrap-up on Final Post	<input type="checkbox"/> <b>Under Discussions</b> , your Chapter 10 response is due by <b>December 9 by 11:59 pm</b> <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](https://camosun.ca/services/academic-supports/accessible-learning/academic-accommodations-exams). <https://camosun.ca/services/academic-supports/accessible-learning/academic-accommodations-exams>

## 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>

## COURSE GUIDELINES & EXPECTATIONS

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- Students are expected to participate in the class activities and discussions, complete course readings, and complete course assessments with academic integrity.
- 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 [camosun.ca/services](http://camosun.ca/services).

Support Service	Website
Academic Advising	<a href="http://camosun.ca/services/academic-supports/academic-advising">camosun.ca/services/academic-supports/academic-advising</a>
Accessible Learning	<a href="http://camosun.ca/services/academic-supports/accessible-learning">camosun.ca/services/academic-supports/accessible-learning</a>

Support Service	Website
Counselling	<a href="https://camosun.ca/services/health-and-wellness/counselling-centre">camosun.ca/services/health-and-wellness/counselling-centre</a>
Career Services	<a href="https://camosun.ca/services/co-operative-education-and-career-services">camosun.ca/services/co-operative-education-and-career-services</a>
Financial Aid and Awards	<a href="https://camosun.ca/registration-records/financial-aid-awards">camosun.ca/registration-records/financial-aid-awards</a>
Help Centres (Math/English/Science)	<a href="https://camosun.ca/services/academic-supports/help-centres">camosun.ca/services/academic-supports/help-centres</a>
Indigenous Student Support	<a href="https://camosun.ca/programs-courses/iecc/indigenous-student-services">camosun.ca/programs-courses/iecc/indigenous-student-services</a>
International Student Support	<a href="https://camosun.ca/international">camosun.ca/international</a>
Learning Skills	<a href="https://camosun.ca/services/academic-supports/help-centres/writing-centre-learning-skills">camosun.ca/services/academic-supports/help-centres/writing-centre-learning-skills</a>
Library	<a href="https://camosun.ca/services/library">camosun.ca/services/library</a>
Office of Student Support	<a href="https://camosun.ca/services/office-student-support">camosun.ca/services/office-student-support</a>
Ombudsperson	<a href="https://camosun.ca/services/ombudsperson">camosun.ca/services/ombudsperson</a>
Registration	<a href="https://camosun.ca/registration-records/registration">camosun.ca/registration-records/registration</a>
Technology Support	<a href="https://camosun.ca/services/its">camosun.ca/services/its</a>
Writing Centre	<a href="https://camosun.ca/services/academic-supports/help-centres/writing-centre-learning-skills">camosun.ca/services/academic-supports/help-centres/writing-centre-learning-skills</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

### Academic Integrity

Students are expected to comply with all College policy regarding academic integrity; which is about honest and ethical behaviour in your education journey. The following guide is designed to help you understand your responsibilities: <https://camosun.libguides.com/academicintegrity/welcome>  
Please visit <https://camosun.ca/sites/default/files/2021-05/e-1.13.pdf> for Camosun's Academic Integrity policy and details for addressing and resolving matters of academic misconduct.

### 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](#) (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:

<https://camosun.ca/services/academic-supports/accessible-learning>

### Academic Progress

Please visit <https://camosun.ca/sites/default/files/2023-02/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 <https://camosun.ca/sites/default/files/2021-05/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <https://camosun.ca/registration-records/tuition-fees#deadlines>.

### Grading Policy

Please visit <https://camosun.ca/sites/default/files/2021-05/e-1.5.pdf> for further details about grading.

### Grade Review and Appeals

Please visit <https://camosun.ca/sites/default/files/2021-05/e-1.14.pdf> for policy relating to requests for review and appeal of grades.

### 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 ([see policy](#)). Please visit <https://camosun.ca/services/forms#medical> 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: <https://camosun.ca/sites/default/files/2021-05/e-2.9.pdf> and [camosun.ca/services/sexual-violence-support-and-education](https://camosun.ca/services/sexual-violence-support-and-education). To contact the Office of Student Support: [oss@camosun.ca](mailto:oss@camosun.ca) or by phone: 250-370-3046 or 250-370-3841

### 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 <https://camosun.ca/sites/default/files/2021-05/e-2.5.pdf> to understand the College's expectations of academic integrity and student behavioural conduct.

### Looking for other policies?

The full suite of College policies and directives can be found here: <https://camosun.ca/about/camosun-college-policies-and-directives>

**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.