

COURSE SYLLABUS



COURSE TITLE: BUS 322, Leading Organizational Change

CLASS SECTION: D01

TERM: Fall 2024

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](#).

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

NAME: Coralee Czinkota

EMAIL: 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

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.

PREREQUISITE(S): C in BUS 220 OR C in KIN 315

OR Bachelor degree from a recognized post-secondary institution

COURSE LEARNING OUTCOMES / OBJECTIVES

- Identify internal and external environmental forces that drive change in organizations
- Assess the alignment of key elements that are foundational to organizational performance
- Analyze strategies and methods to garner diverse stakeholder support for change
- Identify relevant data and methods to measure progress toward, and achievement of, organizational goals
- Use change models to evaluate the effectiveness of change in organizations
- Recommend strategies to sustain organizational change initiatives

- Explore pathways to becoming a change agent that will affect successful organizational change

REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION

Deszca, G., Ingols, C., Atanassova, E., & Cawsey, T. F. (2025). *Organizational change: An action-oriented toolkit* (fifth 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 3-8	Course Overview and Self Introductions	<p>Introductions and Course Overview</p> <ul style="list-style-type: none"> <input type="checkbox"/> Post your Self-Introduction under Discussions by Thursday, September 5th @11:59pm or you will be withdrawn from the course. <input type="checkbox"/> Purchase the textbook as you will need the book to pass this course. <input type="checkbox"/> To get a head start, read Chapter 1 for next week <input type="checkbox"/> Review the requirements for the Critical Analysis of Change Assignment Parts I and II
Week 2: Sept 9-15	Changing Organizations in our Complex World	<ul style="list-style-type: none"> <input type="checkbox"/> Read Chapter 1 <input type="checkbox"/> Under Discussions, your Assessment: Chapter 1 Discussion post is due: Sunday, Sept 15 by 11:59pm. Response due next week. <input type="checkbox"/> Complete Chapter 1 quiz by Saturday, Sept 14th @ 11:59pm <input type="checkbox"/> Start thinking about the change topic for Critical Analysis of Change Assignment Parts I and II.
Week 3: Sept 16-22	How to Lead Organizational Change: Frameworks	<ul style="list-style-type: none"> <input type="checkbox"/> Read Chapter 2 <input type="checkbox"/> Complete Chapter 2 quiz by Saturday, Sept 21 @ 11:59pm <input type="checkbox"/> Under Discussions, your Assessment: Chapter 1 Discussion response is due: Sunday, Sept 22nd @ 11:59pm <input type="checkbox"/> Begin your Proposal for the Critical Analysis of Change Assignment.
Week 4: Sept 23-29	What to Change in an Organization: Frameworks	<ul style="list-style-type: none"> <input type="checkbox"/> Read Chapter 3 <input type="checkbox"/> Complete Chapter 3 quiz by Saturday, Sept 28 @ 11:59pm <input type="checkbox"/> Continue working on your Proposal for the Critical Analysis of Change Assignment.
Week 5: Oct 1-6	Who Leads the Change	<ul style="list-style-type: none"> <input type="checkbox"/> Read Chapter 4 <input type="checkbox"/> Complete Chapter 3 quiz by Saturday, Oct 5 @ 11:59pm <input type="checkbox"/> Your Proposal for the Critical Analysis Change assignment is due Sunday, October 6th @ 11:59pm
Week 6: Oct 7-13	Change Management Data Analysis	<ul style="list-style-type: none"> <input type="checkbox"/> Read Chapter 11

WEEK / DATE RANGE	TOPIC	ACTIVITIES AND ASSIGNMENTS
		<input type="checkbox"/> Complete Chapter 11 quiz by Saturday, Oct 12th @ 11:59pm <input type="checkbox"/> Work on the Critical Analysis of Change Assignment
Week 7: Oct 15-20	Awakening: Building and Energizing the Need for Change	<input type="checkbox"/> Read Chapter 5 <input type="checkbox"/> Complete Chapter 5 quiz by Saturday, Oct 19th @ 11:59pm <input type="checkbox"/> Work on the Critical Analysis of Change Assignment
Week 8: Oct 21-27	Navigating Organizational Politics & Culture	<input type="checkbox"/> Read Chapter 7 <input type="checkbox"/> Complete Chapter 7 quiz by Saturday, Oct 26th @ 11:59pm <input type="checkbox"/> Work on the Critical Analysis of Change Assignment
Week 9: Oct 28-Nov 3	Work on your Critical Analysis of Change assignment	<input type="checkbox"/> Critical Analysis of Change assignment is due on Nov 3 rd @ 11:59pm.
Week 10: Nov 4-10	Navigating Change through Formal Structures & Systems	<input type="checkbox"/> Read Chapter 6 <input type="checkbox"/> Complete Chapter 6 quiz by Saturday, Nov 9th @ 11:59pm <input type="checkbox"/> Under Discussions, your Assessment: Chapter 6 Discussion response is due: Sunday, Nov 10th @ 11:59pm
Week 11: Nov 11-17	Mobilizing Recipients of Change and Internal Stakeholders	<input type="checkbox"/> Read Chapter 8 <input type="checkbox"/> Complete Chapter 8 quiz by Saturday, Nov 16th @ 11:59pm <input type="checkbox"/> Under Discussions , your Chapter 6 response is due by Sunday, Nov 17 th @ 11:59PM
Week 12: Nov 18-24	Moving from Mobilizing to accelerating Change: Action Planning & Implementation Tools	<input type="checkbox"/> Read Chapter 9 <input type="checkbox"/> Complete Chapter 9 quiz by Saturday, Nov 23 rd by 11:59pm <input type="checkbox"/> Under Discussions, your Assessment: Chapter 9 Discussion post is due: Sunday, Nov 24th @ 11:59pm
Week 13: Nov 25 - Dec 1	Institutionalizing the Change	<input type="checkbox"/> Read Chapter 10 <input type="checkbox"/> Complete Chapter 10 quiz Saturday, Nov 30 th @ 11:59pm <input type="checkbox"/> Under Discussions , your Chapter 9 response is due by Sunday, Dec 1 by 11:59 pm.
Week 14: Dec 2-8	The Future of Change and the Future of Organizations	<input type="checkbox"/> Read Chapter 12 <input type="checkbox"/> Complete Chapter 12 quiz by Saturday, Dec 7th by 11:59pm <input type="checkbox"/> Under Discussions, your Assessment: Chapter 12 Discussion post is due: Sunday, Dec 8th @ 11:59pm <input type="checkbox"/> Under Discussions, your Assessment: Chapter 12 Discussion response is due: Friday, Dec 13th @ 11:59pm

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 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

DESCRIPTION	WEIGHTING
Proposal for Critical Analysis for Assignment	15%
Critical Analysis of Change Assignment	25%
Weekly Chapter quizzes: 12 x 2% each (top 10 marks)	20%
Discussions (4 posts x 7.5% each)	30%
Discussion Responses (3 responses required x 3.33% each)	10%
	TOTAL
	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

- 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

School of Business, Management and Human Resource Leadership Department
Centre for Business and Access Building
business@camosun.ca

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 camosun.ca/services.

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

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. To contact the Office of Student Support: 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.