

COURSE SYLLABUS



COURSE TITLE: BUS 322, Leading Organizational Change

CLASS SECTION: D02

TERM: Winter 2023

COURSE CREDITS: 3

DELIVERY METHOD(S): Online, Asynchronous

Camosun College campuses are located on the traditional territories of the Ləkʷəŋən 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>.

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

NAME: Coralee Czinkota

EMAIL: 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

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

- 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

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: Jan 9-15	Course Overview and Self Introductions	<ul style="list-style-type: none"> Introductions and Course Overview <input type="checkbox"/> Post your Self-Introduction under Discussions by 11:59 pm on Wednesday, January 11 by 11:59pm to confirm your spot in this class. <input type="checkbox"/> Purchase the textbook <input type="checkbox"/> To get a head start, read Chapter 1 for next week.
Week 2: Jan 16-22	Changing Organizations in our Complex World	<ul style="list-style-type: none"> <input type="checkbox"/> Read Chapter 1 and complete the chapter quiz by the posted due date. <input type="checkbox"/> Under Discussions, your Chapter 1 post is due: January 22 by 11:59 pm. Responses due next week. <input type="checkbox"/> Review the resources for your Critical Analysis of Change assignment
Week 3: Jan 23-29	How to Lead Organizational Change: Frameworks	<ul style="list-style-type: none"> <input type="checkbox"/> Read Chapter 2 and complete the chapter quiz by the posted due date. <input type="checkbox"/> Under Discussions, your Chapter 1 response is due: January 29 11:59 pm <input type="checkbox"/> Work on your Critical Analysis of Change assignment.
Week 4: Jan 30-Feb 6	What to Change in an Organization: Frameworks	<ul style="list-style-type: none"> <input type="checkbox"/> Read Chapter 3 and complete the chapter quiz by the posted due date. <input type="checkbox"/> Under Discussions, your Chapter 3 post is due February 5 by 11:59 pm. Responses due next week. <input type="checkbox"/> Work on your Critical Analysis of Change assignment.
Week 5: Feb 6-12	Work on your Critical Analysis of Change Assignment	<ul style="list-style-type: none"> <input type="checkbox"/> Under Discussions, your Chapter 3 response is due Feb 12 11:59pm. <input type="checkbox"/> Critical Analysis of Change Assignment due: Wednesday, Feb 15 by 11:59 pm
Week 6: Feb 13-19	Building & Energizing the Need for Change	<ul style="list-style-type: none"> <input type="checkbox"/> Read Chapter 4 and complete the chapter quiz by the posted due date. <input type="checkbox"/> Critical Analysis of Change Assignment due: Wednesday, Feb 15 by 11:59 pm

WEEK / DATE RANGE	TOPIC	ACTIVITIES AND ASSIGNMENTS
Week 7: Feb 20-26	Reading Week	
Week 8: Feb 27-Mar 5	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 by March 5 @ 11:59 pm Responses due next week
Week 9: Mar 6-12	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 by March 12 @ 11:59 pm
Week 10: Mar 13-19	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 20-26	Action Planning & Implementation	<input type="checkbox"/> Read Chapter 9 and complete the chapter quiz by the posted due date. <input type="checkbox"/> Under Discussions , your Chapter 9 post is due by March 26 by 11:59 pm
Week 12: Mar 27-Apr 2	Becoming a Master Change Agent	<input type="checkbox"/> Read Chapter 8 for next week and complete the chapter quiz by the posted due date. <input type="checkbox"/> Under Discussions , your Chapter 9 response is due by April 2 by 11:59 pm. Responses due next week
Week 13: Apr 3-9	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 by April 9 by 11:59 pm. Responses due next week
Week 14: Apr 10-16	Get & 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 post is due by April 16 by 11:59 pm. Responses due next week

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
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%
	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

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

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 <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/

Support Service	Website
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](#) (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. 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.