



## Organizational Dynamics and Change

MBA 544

Southwestern College Professional Studies

### COURSE SYLLABUS

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#### I. Course Catalog Description

This course provides a foundation in organizational change theory and practice. Learners gain a framework for understanding and changing organizations from a micro to macro level as they learn how to create an organization that is responsive to environmental forces. Change in large and small, and public and private entities will be examined through analysis of real world businesses. *Prerequisite: MBA 500. Cross-Listed with MGMT520.*

#### II. Required and Supplementary Instructional Materials

Hayes, J. (2014). *The Theory and practice of change management* (4<sup>th</sup> ed.) New York, NY: Palgrave Macmillan

#### III. Learning Outcomes

Learning outcomes describe the knowledge, skills, values, and attitudes that learners gain as the result of a particular learning experience. Southwestern College Professional Studies has learning outcomes specific to each course and each [undergraduate](#) and [graduate](#) program of study, as well as [institution-wide outcomes](#) related to the mission and vision of the college. Outcomes can help learners and instructors focus on the big picture of the learning experience and can help inform potential employers about a graduate's knowledge and skills.

Upon successfully completing this course, the learner will be able to:

1. Contrast multiple process change models and their respective applications to diverse organizations
2. Evaluate when to initiate change processes in an organization through analysis of multiple factors
3. Assess organizational environments through the application of operational research and analysis methods
4. Differentiate between leadership characteristics that promote effective organizational change
5. Measure the effectiveness of change management initiatives within an organization
6. Recommend an organizational change plan

At the end of the course, learners may vary in their ability to achieve these outcomes. You are more likely to achieve these outcomes only if you attend class and/or online activities as required by the syllabus, complete the requirements for all assignments to the best of your ability, participate actively in class activities and group work as directed, and study diligently for exams.

#### IV. Course Policies

Students are expected to read and abide by the course policies located in the instructor-specific syllabus in the blackboard course.

V. Course Requirements:

Requirements	Number of Assignments	Points Possible	Percent of Grade
Discussions	6	240	24%
Applied Learning Papers	5	250	25%
Journals	5	250	25%
Final Project	1	260	26%
<b>Total Points</b>		<b>1000</b>	<b>100%</b>

VI. Course at a Glance:

Unit	Reading & Preparation Activities	Graded Work Due
1	<ul style="list-style-type: none"> <li><i>The Theory &amp; Practice of Change Management</i>, chapters 1-6</li> <li>Chapters 1-6 PowerPoints</li> <li>Introductions discussion forum</li> </ul>	<ol style="list-style-type: none"> <li>Unit 1 Discussion</li> <li>Paper: Diagnosis and Change</li> <li>Journal: Change Process</li> </ol>
2	<ul style="list-style-type: none"> <li><i>The Theory &amp; Practice of Change Management</i> chapters 7- 8</li> <li>Chapters 7-8 PowerPoints</li> </ul>	<ol style="list-style-type: none"> <li>Unit 2 Discussion</li> <li>Paper: SSI Case Study</li> <li>Journal: Force-Field Model</li> </ol>
3	<ul style="list-style-type: none"> <li><i>The Theory &amp; Practice of Change Management</i> chapters 9- 13</li> <li>Chapters 9-13 PowerPoints</li> </ul>	<ol style="list-style-type: none"> <li>Unit 3 Discussions</li> <li>Paper: Factors Impacting Change</li> <li>Journal: Motivation and Change</li> </ol>
4	<ul style="list-style-type: none"> <li><i>The Theory &amp; Practice of Change Management</i> chapters 14-26</li> <li>Chapters 14-18 PowerPoints</li> </ul>	<ol style="list-style-type: none"> <li>Unit 4 Discussion</li> <li>Paper: Training and Development</li> <li>Journal: Acculturation</li> </ol>
5	<ul style="list-style-type: none"> <li><i>The Theory &amp; Practice of Change Management</i> chapters 27 - 28</li> </ul>	<ol style="list-style-type: none"> <li>Unit 5 Discussion</li> <li>Paper: Sustaining Change</li> <li>Journal: Handling Change</li> </ol>
6	<ul style="list-style-type: none"> <li><i>The Theory &amp; Practice of Change Management</i> chapters 29 - 30</li> </ul>	<ol style="list-style-type: none"> <li>Unit 6 Discussion</li> <li>Final Project: Organizational Change Plan Proposal</li> </ol>

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VII. Other Policies and Requirements

Follow this link to the Southwestern College Professional Studies [Standard Syllabus](#) in Blackboard. You may be required to log in.