# MARTIN TUCHMAN
# SCHOOL OF MANAGEMENT
## NEW JERSEY INSTITUTE OF TECHNOLOGY

**Course Title:** Managing Technological & Organizational Change
**Course Number:** HRM 630 - 101
**Instructor:** Paul Attallah                    **Semester:** Fall 2023
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**Office:** SOM, CAB Building, RM 3022    **Office Hours:** By Appointment

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**CLASS SCHEDULE**
**Face-to-Face:** Monday, 6:00 PM - 8:50 PM
**Location:** CKB 204

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**COURSE MATERIAL:**
**Textbook:**
Managing Organizational Change: A Multiple Perspectives Approach; 4th Edition
By Ian Palmer and Richard Dunford and David Buchanan
ISBN10: 1260043711, ISBN13: 9781260043716
**Readings and handout material:** Canvas

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## COURSE OVERVIEW:

Contemporary businesses, whether they are start-ups or long-established organizations, constantly face the challenge of change. Organizations need to change to establish, maintain or enhance their competitive advantage in the face of changes in the environments in which they operate. Globalization, rapidly changing technology, increased level of competition and the trend towards consolidation in many industries are among the drivers of change. This course is on the management of the organizational change prompted by these and other forces with a slant to organizational change associated with technological innovation.

Case studies and group projects are leveraged throughout the course to illustrate key concepts. The cases and projects require students to examine diverse change scenarios across a variety of firms by industry, size, and geography with various outcomes in terms of successful and unsuccessful change execution. Additionally, there will be a series of guest speakers from multiple industry backgrounds to provide students with real life scenarios of change management.

The course is taught on a **Face-to-Face** basis. Delivery of instruction is structured around in-person classroom meeting times. Instruction is delivered in person and students are expected to attend class. Students are expected to participate and keep pace with the

assignments and projects. This course necessitates students spend several hours a week to complete its deliverables.

Course participation requires not just the knowledge of the material and attending lectures, but also demands the application of critical and creative thinking on how to apply this acumen to case-study assignments, and then discussing and explaining the outcomes with other students in class or via Canvas forums.

## COURSE GOALS & OBJECTIVES – ARE FOR YOU TO:
1. Be aware of the drivers of organizational change and understand the responses they require – why & what to change
2. Know the change strategies and change management models
3. Know the reasons for resistance to change and how they can be overcome
4. Understand the position power and politics play in organizational change
5. Know the impact of organizational structure on organizational change
6. Be aware of the importance of organizational culture in organizational change
7. Identify technological shifts and their drivers, as germane to different industries
8. Recognize the key role leaders play in all aspects of the organizational change process

## LEARNING OUTCOMES:
1. Demonstrate knowledge of change management concepts and the ability to apply these concepts to multiple organizational & technological change scenarios
2. Harness the capability of adapting to change, as well as predicting shifting organizational environments, as germane to industry and activity
3. Develop and enhance your leadership skills to lead change scenarios without supervision
4. Recognize the intricacies of organizational cultures, business habits, and customs; to leverage and integrate your stakeholders to their full potential for streamlining change integration and efficiency
5. Strengthened interpersonal, technological and team skills through face-to-face or virtual team collaboration
6. Forecast the technology transformation of an organization

## MBA & MTSM LEARNING OBJECTIVES:
In addition to content specific course objectives, the course intends to help you develop a wide range of analytical, communication, interpersonal, and technology skills, namely:

| | |
|---|---|
| **Learning Goal** 1 – **Develop an Understanding of Business Concepts and Problem Solving** | **Learning Outcome 1.1**. You will demonstrate knowledge of business. **Learning Outcome 1.2.** You will demonstrate an ability to analyze concepts, to apply these concepts to solve business problems and use quantitative methodologies as tools to solve business problems. |
| **Learning Goal 2 - Develop Effective Communication and Information Literacy Skills** | **Learning Outcome 2.1.** Oral communication - You will demonstrate the ability to deliver effective presentations enhanced by technology. |

| | Learning Outcome 2.2. Written Communication- You will demonstrate the ability to write clear and concise reports.<br>Learning Outcome 2.3: You will demonstrate the ability to search databases, locate, use, and properly cite relevant information. |
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| **Learning Goal 3 – Interact Effectively in Teams** | **Learning Outcome 3.1:** You will demonstrate the ability to understand and use team building behaviors to accomplish group tasks. |
| **Learning Goal 4 - Develop Ethical Reasoning Skills** | **Learning Outcome 4.1.** You will demonstrate the ability to identify ethical dilemmas and make decisions grounded in ethical principles. |
| **Learning Goal 5 - Acquire Technological Skills** | **Learning Outcome 5.1.** You will demonstrate the ability to use technology for effective project management. |
| **Learning Goal 6 - Understand the Global Context of Business** | **Learning Outcome 6.1.** You will demonstrate understanding of the global context in which business is conducted. |

## ADDITIONAL READING MATERIAL:
The following books are not required, but bring additional insight and value to the content of this course:
- "The World is Flat" – Thomas L. Friedman
- "Influence: The Psychology of Persuasion" – Robert B. Cialdini
- "Cultures and Organizations" – Hofstede, Hofstede, Minkov
- "Cultural Mythology and Global Leadership" – Kessler, Wong-Mingji
- "Managing Across Cultures" – Schneider, Barsoux
- "Skills for New Managers" – Stettner
- "The Tao of Leadership" – Heider
- "The Founder's Dilemmas" – Wasserman
- "In the Plex" – Steven Levy
- "Global Marketing Management" – Keegan
- "Working Knowledge" – Davenport, Prusak
- "Knowledge Management" – Morey, Maybury, Thuraisingham
- "Project Management in Practice" – Meredith, Shafer, Mantel, Sutton
- "Corporate Governance" – Mallin

## COURSE POLICIES & GUIDELINES:
*Syllabus Acknowledgement:* After a review and a Q&A session of the course syllabus, during our first class, on 9/11/2023, I will ask you to certify via a Canvas forum question that you have read and understood this syllabus. This is our agreement that we are all working towards the same course objectives. **The deadline for acknowledgement is 9/18/2023 at 6 PM**.

*Method of Instruction:* **Face-to-Face.** All discussion, class presentations, forums, videos, exam details, and case study material will be available on Canvas.

*Attendance:* Students are to attend the live class on campus during the face-to-face sessions, and are free to select their collaboration method of choice for group projects.

*Canvas:* Canvas will be used as the administrative and operational tool for the class. All students are expected to participate in its usage. All class content: presentations, videos, exams notifications, additional readings, case studies, administering learning exercises, and assignments, will be posted on Canvas. Also, please use Canvas as the discussion platform and an open forum to bring up questions or current issues relative to the course material. **All students are expected to participate in its usage.**

*Course Assignments:* Course assignments will be segmented per class. Assignments details will be posted and administered through Canvas.

**Late assignment submissions will not be accepted.** Assignments are due as detailed in the Course Schedule of this syllabus, after the specified due date and time, the Canvas assignment will be locked and you will no longer be able to upload your assignment. **Project presentations are to be uploaded to Canvas. If there is a valid reason for a late submission, proper documentation must be submitted to the Dean of Students Office for approval, and the matter is encouraged to be discussed with the instructor before the assignment is due, not at the deadline or after.** Late submissions via email, without an approved documented reason, will receive a '0' as a grade. No make-ups will be given.

*Course Exams*: Course exams will be administered via Canvas and will be taken during a set period of allocated time. **After the time period for taking the exam expires, the system will be locked, and you will no longer be able to take the exam.** Students will have a single attempt at each exam. Exams details and notifications will be posted on Canvas.

*Communication:* NJIT's Canvas will also be utilized for posting class announcements, schedules, and the release of grades. Students are encouraged to visit Canvas daily. You may contact me at my NJIT's email address – **preferred method of contact** – or, at my phone number in the case of urgent matters. When emailing, all emails should come from your NJIT email account. Also, **write the course number and section in the subject line in addition to the subject you want to discuss, e.g., "*HRM630 – 101 – Test 2 Question*"**. If desired, a request may be made for a face-to-face meeting at the NJIT campus. I will honor all requests to meet in person at the School of Management offices, on the Third Floor of the Central Avenue Building (CAB), Room 4022. Every effort will be made to meet with you within 48 hours.

*Extenuating Circumstances:* Please make every effort to keep in touch with me and your group members. **If you are ill or have any type of issue that is preventing you from completing course work or meeting course deadlines please let me know as soon as possible.** It does me, nor you, any good to contact me the last week of the semester and ask for extra time or special assistance in any manner. I want to know about any hurdles when they happen. I am willing to work with you if I know about the issue. Force majeure events may occur during any semester that could alter plans. If that becomes an issue in this class, changes will be made, all students will be notified, and the syllabus and Canvas will be updated.

**When a student invokes extenuating circumstances for any reason (request for a make-up exam, request for an Incomplete grade, etc.) the student will be directed to the Dean of Students Office.** The Dean of Students will be making the determination of whether extenuating circumstances exist or not and will be notifying the instructor accordingly. The instructor will never request or accept medical or other documents from students; such documents need to be submitted by the student to the Dean of Students Office. Except for cases determined by law, the instructor **is not required** to accommodate student requests even when extenuating circumstances are certified by the Dean of Students; however, all efforts will be made to ensure a student-friendly and accommodating environment.

*Writing Skills:* Students must demonstrate professional standards in writing if they are to be successful in the business world.  To help reinforce this skill and discourage lethargic writing, all writing for the Martin Tuchman School of Management must meet minimal acceptable standards, such as spelling, punctuation, format, and basic grammar.

*Presentations***:** There will be multiple group presentations throughout the course of the semester. Team presentations shall be conducted in a professional business-like format, demeanor, and etiquette to the instructor and to the rest of the class. Students are expected to dress professionally to present, although, ties are optional.

There will be a **time limit for the presentations**. Upon reaching the end of the allocated presentation time, the team will be stopped from presenting, regardless of not having finished by then. This is meant to instill a real corporate-world atmosphere; some business executives will stop you on the dot if you run out of your allocated time with them. **You must deliver your message in a concise and impactful manner.**

*Class Participation & Conduct:* Do not be shy about asking or answering questions during class, even if you are not sure about the question or answer. The only way you will learn is by making mistakes and learning from them.

You will be treated as professionals, and I expect the same respect and professionalism reciprocated towards me and each other. Healthy, respectful, and professional debates are encouraged in class; so, bring an open mind and an appetite for discussions.

*Library Utilization:* To excel in this course, you are expected to be able to locate and use web AND library resources effectively and cite them correctly. Googling alone will not suffice.  Most of the library materials are available online 24/7 from anywhere. Please reference the NJIT Library Staff Directory for assistance with any required research. Feel free to also use the Business Research Guide and  Research guide for all writers to further assist you fine-tune your research and preparation. Self-help materials on finding books and articles can be found in the Tutorials Guide and on many of the other Research Guides.
**Free New York Times:** Everyone with a UCID can register for a free subscription to the *New York Times.*

Tips and video guides for better oral presentations:
http://researchguides.njit.edu/oralpresentations

Library Research Guides are also available for the Rutgers information resources. See http://libguides.rutgers.edu/

## HONOR CODE AND BEHAVIOR

Academic Integrity is the cornerstone of higher education and is central to the ideals of this course and the university. Cheating is strictly prohibited and devalues the degree that you are working towards. As a member of the NJIT community, it is your responsibility to protect your educational investment by knowing and following the academic code of integrity policy that is found at:

http://www5.njit.edu/policies/sites/policies/files/academic-integrity-code.pdf.

Please note that it is my professional obligation and responsibility to report any academic misconduct to the Dean of Students Office. **Any student found in violation of the code by cheating, plagiarizing, or using any online software inappropriately, will result in disciplinary action. This may include a failing grade of 'F', and/or suspension or dismissal from the university.** If you have any questions about the code of Academic Integrity, please contact the Dean of Students Office at dos@njit.edu.

Avoid situations where honorable behavior could be misinterpreted. **For example, copying the answers for exam questions directly from the book, partially or word for word, is considered plagiarism. Always paraphrase according to your understanding of class concepts, using your own words.**

## SEMESTER PROJECTS

Conducted in a team setting, semester projects will link what you're learning in this course to real-life change management scenarios. **You'll assume the roles of executive management consultants, hired by the C-Suite or Board of Directors to evaluate their change management activity.** This type of analysis could be beneficial to you in many ways in the future after you have moved on from this course and from NJIT.

**You are to select a real-life example of a current change management scenario of a company, two companies (in the case of M&A), public or private sector, as germane to each project's topic. You may select the real-life change management event from anywhere in the world, from the business news. You are then to apply the assigned project's assessment requirements to the change management activity. The scenario you select must be real and unfinished; you cannot select a scenario that has concluded already.**

## Guidelines
- Structure
  - The class will be divided into groups for each project.
  - Group members will be randomly selected by the instructor for the first project (Project 1), while students will be at liberty to select their own team members for the other two projects, (Projects 2 & 3).

- o Please reference the Course Schedule on this syllabus for all deliverables deadlines.
- Deliverables
  - o **You will present during class, three (3) change management projects, using the core concepts you've learned from this course and applying them.**
  - o You will have a set allocated time for each presentation; so, plan accordingly and efficiently.
  - o You are to submit a soft copy of each presentation in PDF – uploaded to Canvas before class at a timeframe set by the instructor.
  - o Each group is expected to turn in only one soft copy of each presentation.
  - o **Assign a group leader for each project, and rotate, thus taking turns being group leaders. The group leader for each phase of the project will be in charge of assigning the workload, meeting the deadline, and submitting the deliverable, in addition to their deliverable tasked portion.**
  - o All NJIT students have a Webex account assigned to them by default. You must log into webex.njit.edu with your UCID and password in order to activate it. Students also have the option of using Google Meet which is also available to them. Therefore, there's no reason or excuse for collaborative efforts to hit any roadblocks if you cannot meet in person.
- Grading
  - o **A single grade for the project will be given for the collective group; no individual student grades will be given. Therefore, encourage each other towards equal participation.**
  - o Every member is expected to carry an equal share of the team's workload. At the conclusion of each project, you will be asked to complete a **peer evaluation** form to evaluate the contribution of each member of the group. If there is a **consensus** that a team member did not contribute a fair share to the project, I will consider this feedback in my grading.
  - o You will be graded on all aspects of the presentation – content, delivery, professionalism, and group collaboration.
  - o You will not be graded on the length of your presentation, rather, on the following:
    - ▪ Are course concepts evident in the presentation, and are they used to build a solid change management assessment to produce a well-thought-out analysis?
    - ▪ Is there integrative thinking or is the analysis choppy and disjointed?
    - ▪ Is the information analyzed and projected accurate?
    - ▪ Are your concluding projections based on a comprehensive and concrete analysis or elementary assumptions?
  - o Grade points for some of the projects will differ, please reference the Grading section of this syllabus for details.
  - o **A grade rubric for the project presentations will be provided.**

# COURSE GRADING GUIDELINES, DUE DATES & DELIVERABLES

**Start Date: September 11<sup>th</sup>**                                 **End Date: December 11<sup>th</sup>**

## Grading

**Grading Policy:**
Your grade for the class will be determined as follows:

- Test 1:                            10%
- Test 2:                            14%
- Test 3:                            6%
- Course Contribution:               10%
- Semester Group Projects:    60%
  - Project 1:      20%
  - Project 2:      25%
  - Project 3:      15%

**Note: There will be no mid-term or final exams for this course. All grades will be posted on Canvas.**

**Grading Scale:**

- A      90-100%
- B+     85- 89%
- B      80-84%
- C+     75-79%
- C      70-74%
- D      60-69%
- F      Below 60%

## Key Dates

| **Course Assignments** | **Due Date(s)** |
| --- | --- |
| Syllabus Acknowledgement | 9/18 |
| Test #1 | 10/3 – 10/10 |
| Project #1 Presentations | 10/9 – 10/16 |
| Test #2 | 11/14 – 11/21 |
| Project #2 Presentations | 11/13 – 11/20 |
| Test #3 | 12/5 – 12/12 |
| Project #3 Presentations | 12/4 – 12/11 |

## Course Schedule

**Note: The following core concepts of the course will be augmented with case studies and featured guest speakers; bridging academic concepts to everyday change management. The external material plus additional assignments will be posted on Canvas.**

| Week | Class Day | Instruction Method | Class Topics | Assignment |
|---|---|---|---|---|
| Week 1 | Monday (9/11) | Face-to-Face | • Introductions & Welcome Note<br>• Syllabus Review with Q&A<br>• Chapter 1: Managing Change – Stories & Paradoxes | • Read Chapter 1 |
| Week 2 | Monday (9/18) | Face-to-Face | • Chapter 2: Images of Change Management<br>• Assign Project #1 (Chapters 1-4) | • Read Chapter 2<br>• Check Canvas |
| Week 3 | Monday (9/25) | Face-to-Face | • Chapter 3: Why Change? Contemporary Pressures & Drivers | • Read Chapter 3<br>• Check Canvas |
| Week 4 | Monday (10/2) | Face-to-Face | • Chapter 4: What to change? A Diagnostic Approach<br>• Test #1 (Chapters 1-4) | • Read Chapter 4<br>• Take Test #1 – (10/3-10/10) |
| Week 5 | Monday (10/9) | Face-to-Face | • Chapter 5: What Changes?<br>• Assign Project #2 (Chapters 5-10)<br>• Project #1 Presentations | • Read Chapter 5<br>• Check Canvas |
| Week 6 | Monday (10/16) | Face-to-Face | • Project #1 Presentations | • Check Canvas |
| Week 7 | Monday (10/23) | Face-to-Face | • Chapter 6: Purpose and Vision | • Read Chapter 6<br>• Check Canvas |
| Week 8 | Monday (10/30) | Face-to-Face | • Chapter 7: Change Communication Strategies<br>• Chapter 8: Resistance to Change | • Read Chapters 7 & 8<br>• Check Canvas |
| Week 9 | Monday (11/6) | Face-to-Face | • Chapter 9: Organization Development & Sense-Making Approaches<br>• Chapter 10: Change Management Perspectives<br>• Assign Project #3 (Chapters 11 & 12) | • Read Chapters 9 & 10<br>• Check Canvas |
| Week 10 | Monday (11/13) | Face-to-Face | • Project #2 Presentations<br>• Test #2 (Chapters 5-10) | • Take Test #2 – (11/14-11/21) |

| Week | Class Day | Instruction Method | Class Topics | Assignment |
|------|-----------|--------------------|--------------|------------|
| Week 11 | Monday (11/20) | Face-to-Face | • Project #2 Presentations<br>• Chapter 11: Sustaining Change vs. Initiative Decay | • Read Chapter 11<br>• Check Canvas |
| Week 12 | Monday (11/27) | Face-to-Face | • Chapter 12: The effective Change Manager: What does it take? | • Read Chapter 12<br>• Check Canvas |
| Week 13 | Monday (12/4) | Face-to-Face | • Project #3 Presentations<br>• Test #3 (Chapters 11 & 12) | • Check Canvas<br>• Take Test #3 – (12/5-12/12) |
| Week 14 | Monday (12/11) | Face-to-Face | • Project #3 Presentations | N/A |