
MARTIN TUCHMAN SCHOOL OF MANAGEMENT

NEW JERSEY INSTITUTE OF TECHNOLOGY

Course Title: Managing Technological & Organizational Change

Course Number: HRM 630 - 101

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Semester: Fall 2024

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Office Hours: By Appointment

CLASS SCHEDULE

Face-to-Face: Monday, 6:00 PM - 8:50 PM

Location: ME 221

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

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 discusses the management of the organizational change prompted by these and other forces with a slant to organizational change associated with technological innovation.

Case studies, discussion assignments, 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.

Students are expected to participate and keep pace with the assignments, discussions, and projects. This course necessitates students spend several hours a week to complete its

deliverables. Course participation 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 on the Canvas discussion forums.

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.

COURSE LEARNING OUTCOMES:

1. Apply a variety of change management concepts to diverse and real-life organizational and technological change scenarios.
2. Adapt with dynamic changes by predicting shifting demands within an industry and organizational environment, through identifying patterns, disruptions, and potential opportunities that may impact the organization's trajectory.
3. Analyze the culture of an organization by understanding and identifying business practices, power concentrations, values, and norms, in order to evaluate if a culture needs to be changed to adapt to a change initiative.
4. Demonstrate how to optimize a change stakeholder's engagement to obtain their buy-in during a change initiative, by understanding their skills-set, what matters most to them, and their position in the change process and organization.
5. Apply interpersonal/collaborative and technological skills by engaging with classmates, collaborating within teams, virtually interacting with the instructor and through other various means of collaboration.
6. Forecast the technology transformation of an organization relative to its industry, in order to determine the technology's impact/implications on the organization.
7. Communicate effectively on key concepts of managing organizational change through weekly discussion posts.

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.

	<p>Learning Outcome 2.2. Written Communication- You will demonstrate the ability to write clear and concise reports.</p> <p>Learning Outcome 2.3: You will demonstrate the ability to search databases, locate, use, and properly cite relevant information.</p>
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
- “The Effective Change Manager: The Change Management Body of Knowledge (CMBOK™)” - The Change Management Institute

COURSE POLICIES & GUIDELINES:

Syllabus Acknowledgement: After a review and a Q&A session of the course syllabus, during our first class (9/9/2024), in order to understand the roadmap for the course during the semester and what's expected from the instructor and the students, I will ask you to certify via a Canvas forum question that you have read and understood this syllabus. This is an informal agreement that we are all working towards the same course objects and learning outcomes. **The deadline for acknowledgement is 9/16/2024 at 6 PM.** This is technically the very first assignment, and will count towards your course contribution grade.

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.

Feedback: Feedback will be provided on major assignments, such as tests and projects, and will be provided via Canvas, using the comments feature on assignment submissions. Also, the instructor may email you or your group with additional feedback.

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.

Policy for Late Work: 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 the instructor at the NJIT email address – **preferred method of contact** – or 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 virtual or face-to-face meeting at the NJIT campus. The instructor 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 3022, or virtually via Zoom/Google Meet. Every effort will be made to meet with you within 48 hours.

Extenuating Circumstances: If you have any type of issue that is preventing you from completing coursework or meeting course deadlines please let the instructor know as soon as possible. Asking for any exemptions of allowances the last week of the semester will not be justified without extenuating circumstances in place. The instructor needs to know about any hurdles when they happen. The instructor is willing to work with you if the issue is brought to light.

When a student invokes extenuating circumstances for any reason (e.g., 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.

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.

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 neck ties are optional. Students will schedule a live time with the instructor to present.

There will be a time limit for the presentations. The instructor will only consider the material presented during the allocated time; no material will be considered for grading during any overtime. 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.**

Generative AI: Students will only be allowed to use AI tools for presentation design, but will not be allowed to use AI writing tools to augment any of their writing material for any assignment, case study, test or presentation in the course.

Class Participation & Conduct: Throughout this course, you are expected to be courteous and respectful to classmates by being polite, active participants. 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 on the discussion forum; so, bring an open mind and an appetite for discussions.

Please respect opinions, even those that differ from your own, and avoid using profanity or offensive language. Do not be shy about asking or answering questions on the discussion forum, 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.

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 on. As a member of the NJIT community, it is your responsibility to protect your educational investment by knowing and following the [NJIT academic code of integrity policy](#).”

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.**

REQUESTING ACCOMMODATIONS:

The Office of Accessibility Resources and Services works in partnership with administrators, faculty, and staff to provide reasonable accommodations and support services for students with disabilities who have provided their office with medical documentation to receive services.

If you are in need of accommodations due to a disability, please contact the [Office of Accessibility Resources and Services](#) to discuss your specific needs.

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).
 - Each project will have an assigned group leader. The instructor will assign a random project leader for the first group, and will leave the group leaders' assignment for Projects 2 & 3 to the discretion of each group. A group project leader cannot be a leader for more than one project for the duration of the course. 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.
 - Please reference the Course Schedule on this syllabus for all deliverables deadlines.
- Deliverables
 - **You will present during class, three (3) change management projects, using the core concepts you've learned from this course and applying them.**
 - You will have a set allocated time for each presentation; so, plan accordingly and efficiently.
 - The group project leader is to submit a soft copy of each presentation in PDF – uploaded to Canvas before class at a timeframe set by the instructor.
 - Each group is expected to turn in only one soft copy of each presentation.

- o All NJIT students have a Zoom account assigned to them by default. You must log into [Zoom](#) 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.
- 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. Only if there is a consensus, that a team member did not contribute a fair share to the project, the instructor will consider this feedback and drop the team member's grade accordingly.
 - 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 9th

End Date: December 9th

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%
 - o Project 1: 20%
 - o Project 2: 25%
 - o Project 3: 15%

Note: There will be no midterm 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%
- F 0 - 70%

Key Dates

<u>Course Assignments</u>	<u>Due Date(s)</u>
Syllabus Acknowledgement	9/16
Test #1	10/1 – 10/8
Project #1 Presentations	10/7 – 10/14
Test #2	11/12 – 11/19
Project #2 Presentations	11/11 – 11/18
Test #3	12/3 – 12/10
Project #3 Presentations	12/9

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 (9/9)	Face-to-Face	<ul style="list-style-type: none"> • Introductions & Welcome Note • Syllabus Review with Q&A • Chapter 1: Managing Change – Stories & Paradoxes 	<ul style="list-style-type: none"> • Read Chapter 1
Week 2	Monday (9/16)	Face-to-Face	<ul style="list-style-type: none"> • Chapter 2: Images of Change Management • Assign Project #1 (Chapters 1-4) 	<ul style="list-style-type: none"> • Read Chapter 2 • Check Canvas
Week 3	Monday (9/23)	Face-to-Face	<ul style="list-style-type: none"> • Chapter 3: Why Change? Contemporary Pressures & Drivers 	<ul style="list-style-type: none"> • Read Chapter 3 • Check Canvas
Week 4	Monday (9/30)	Face-to-Face	<ul style="list-style-type: none"> • Chapter 4: What to change? A Diagnostic Approach • Test #1 (Chapters 1-4) 	<ul style="list-style-type: none"> • Read Chapter 4 • Take Test #1 – (10/1-10/8)
Week 5	Monday (10/7)	Face-to-Face	<ul style="list-style-type: none"> • Chapter 5: What Changes? • Project #1 Presentations 	<ul style="list-style-type: none"> • Read Chapter 5 • Check Canvas

Week	Class Day	Instruction Method	Class Topics	Assignment
Week 6	Monday (10/14)	Face-to-Face	<ul style="list-style-type: none"> • Project #1 Presentations • Chapter 6: Purpose and Vision • Chapter 7: Change Communication Strategies • Assign Project #2 (Chapters 5-10) 	<ul style="list-style-type: none"> • Read Chapters 6 & 7 • Check Canvas
Week 7	Monday (10/21)	Face-to-Face	<ul style="list-style-type: none"> • Chapter 8: Resistance to Change 	<ul style="list-style-type: none"> • Read Chapter 8 • Check Canvas
Week 8	Monday (10/28)	Face-to-Face	<ul style="list-style-type: none"> • Chapter 9: Organization Development & Sense-Making Approaches 	<ul style="list-style-type: none"> • Read Chapter 9 • Check Canvas
Week 9	Monday (11/4)	Face-to-Face	<ul style="list-style-type: none"> • Chapter 10: Change Management Perspectives • Assign Project #3 (Chapters 11 & 12) 	<ul style="list-style-type: none"> • Read Chapter 10 • Check Canvas
Week 10	Monday (11/11)	Face-to-Face	<ul style="list-style-type: none"> • Project #2 Presentations • Test #2 (Chapters 5-10) 	<ul style="list-style-type: none"> • Take Test #2 – (11/12-11/19)
Week 11	Monday (11/18)	Face-to-Face	<ul style="list-style-type: none"> • Project #2 Presentations 	<ul style="list-style-type: none"> • Check Canvas
Week 12	Monday (11/25)	Face-to-Face	<ul style="list-style-type: none"> • Chapter 11: Sustaining Change vs. Initiative Decay 	<ul style="list-style-type: none"> • Read Chapter 11 • Check Canvas
Week 13	Monday (12/2)	Face-to-Face	<ul style="list-style-type: none"> • Chapter 12: The effective Change Manager: What does it take? • Test #3 (Chapters 11 & 12) 	<ul style="list-style-type: none"> • Read Chapter 12 • Check Canvas • Take Test #3 – (12/3-12/10)
Week 14	Monday (12/9)	Face-to-Face	<ul style="list-style-type: none"> • Project #3 Presentations 	N/A