

HRM 630- Managing Technological & Organizational Change Syllabus

Semester: Spring 2025

Course Modality:

This is an online course, which will be conducted fully online, asynchronously via Canvas. For more information on using Canvas and other supported learning tools, visit the IST Service Desk [Knowledgebase](#).

Instructor Information

Instructor	Email	Office Hours
Paul S. Attallah	paul.attallah@njit.edu	By Appointment Virtual or Face-to-Face(FTF) FTF - Office: SOM, CAB Building, Room 3022 Virtual - Via Zoom or Google Meet

Response Note: I will respond to all emails/Inbox messages within 48 hours. Tests, assignments, and discussions will be graded weekly.

General Information

Course Description

Managing planned and unplanned change in organizations. The change process is studied in relation to technology-driven changes in the workplace and to other environmental factors. Focuses on planned and unplanned systemic change, such as downsizing, re-engineering, mergers, and acquisitions.

Prerequisites/Co-requisites

This course doesn't require prerequisites. It is part of the *Innovation and Entrepreneurship* Concentration of the MBA program.

Course Learning Outcomes

By the end of the course, students will be able to:

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.

MBA & MTSM LEARNING GOALS & OUTCOMES:

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.

Required Materials

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

Additional Optional 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

Grading Policy

[NJIT Grading Legend](#)

Final Grade Calculation

Final grades for all assignments will be based on the following percentages:

Test #1	10%
Test #2	14%
Test #3	6%
Discussion Forums / Course Contribution	10%
Project #1	20%
Project #2	25%
Project #3	15%

Course Work

Tests: (30% of grade) Tests 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. The exams include essay-type questions and will be using Respondus Lockdown Browser in order to maintain academic honesty. Further exam details and notifications will be posted on Canvas.

Discussion Forums / Course Contribution: (10% of grade) You are expected to participate in weekly discussion forums in Canvas. When all students participate in a discussion, it creates an active learning environment that will help you better understand the materials and be more successful in the class. Your response deadline will vary per assignment / discussion, and will be communicated with each assignment / discussion. *All*

students are expected to participate. As part of this grade, you will also be submitting the Syllabus Acknowledgement, project check-ins and peer evaluations.

Projects: (60% of grade) 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.

The following will provide you with a breakdown of all the parts associated with the projects. Please note that the project check-ins and peer evaluations count towards your course contribution grade.

Projects

- Project #1: Artificial intelligence (AI) Adoption & Implementation
- Project #2: Organizations & Climate Change
- Project #3: Sustaining the Growth of Literacy and Education

Breakdown

1. Project Check-in
2. Project Submission
3. Presentation
4. Peer Evaluations

Projects' 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**

- For all three (3) change management project presentations, your group will present live to the instructor at a scheduled timeframe, 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 via Canvas.
- Each group is expected to turn in only one soft copy of each presentation.
- 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 through their NJIT email accounts. Therefore, there's no reason or excuse for collaborative efforts to hit any roadblocks.
- **Grading**
 - 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.
 - 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.
 - You will be graded on all aspects of the presentation – content, delivery, professionalism, and group collaboration.
 - 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?
 - Grade points for some of the projects will differ, please reference the Grading section of this syllabus for details.
 - A grade rubric for the project presentations will be provided in the project assignment.

Syllabus Acknowledgement

A discussion *Syllabus Question* forum, along with the instructor's *Introduction & Syllabus Review* video will be available for students to leverage, in order to understand the roadmap

for the course during the semester and what's expected from the instructor and the students. After watching the video and communicating any feedback in the forum for the first week of the course, the instructor 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 one calendar week from the first day of the course start date, at 11:59 PM.

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.

Letter to Number Grade Conversions

A	90 - 100
B+	85 - 89
B	80 - 84
C+	75 - 79
C	70 - 74
F	0 - 70

Exam Information and Policies

NJIT policy requires that all midterm and final exams must be proctored, regardless of delivery mode, in order to increase academic integrity. Note that this does not apply to essay or authentic based assessments. Effective beginning Fall semester 2019, students registered for a fully online course section (e.g., online or Hyflex mode) must be given the option to take their exam in a completely online format, with appropriate proctoring.

In this course you will be required to use the following proctoring method to ensure academic integrity for exams. See below for more information about how exams will be proctored in this course.

Respondus LockDown Browser

For this course, the [Respondus proctoring solution](#) will use the following:

1. **LockDown Browser:** A locked browser used to prevent students from printing, copying, going to another URL, or accessing other applications during an assessment in Canvas.

If virtual machine software is detected on your device, you won't be able to run LockDown Browser, and you'll receive a warning, "The browser can't be used in virtual machine software such as Virtual PC, VMWare, and Parallels." You can find examples of VM software and troubleshooting steps on [Respondus's FAQ page for this topic](#).

In using LockDown Browser, students need:

- High-speed internet connection
- Windows or Apple Operating System

Helpful Resources:

- [Introduction to Respondus LockDown Browser for Students Video](#)
- [Respondus Computer Requirements](#)
- [Tips for Ensuring a Smooth Experience](#)
- [Respondus Privacy Policies](#)
- Questions or Problems? Contact:
 - [Respondus Live Chat](#)
 - IST Service Desk: 973-596-2900 or Help.njit.edu

Please complete the practice quiz posted on Canvas to make sure Respondus Lockdown Browser will work on your computer. Prior to starting the practice quiz, download the LockDown Browser. There are two questions, and this practice quiz will not be graded. This quiz aims to ensure Respondus LockDown Browser will work on your computer properly

before you take your first test. If you encounter any issues, please contact your professor immediately.

Instructions for using LockDown Browser with Quizzes in Canvas

To access a Quiz in Canvas using LockDown Browser, students must:

1. Download and install the [LockDown Browser link](#).
2. Locate the “LockDown Browser” shortcut on your desktop and double-click it. (For Mac users, launch “LockDown Browser” from the Applications folder.)
3. Log in with your NJIT UCID and password.
4. Click on the course within your “Courses” list in which you have to take the exam that requires LockDown Browser.
5. After you enter the course, find the exam and click on it.
6. Click the “Take the Quiz” button. Once a quiz has been started with LockDown Browser, you cannot exit until the “Submit Quiz” button is clicked.

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.

Academic Integrity

“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”

Netiquette

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.

Communicating with the Instructor

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 or 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. 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 (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.

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. Students are expected to dress professionally to present, although neck ties are optional. Students will schedule a live time with the instructor to present via Zoom or Google Meet.

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.

Weekly Expectations

This course is organized by weekly modules. Each week, students must watch a lecture video, complete a reading assignment, review the instructor's lecture slides, and participate in a class discussion forum. There will also be tests periodically throughout the course as well. Finally, there will be projects that you will span multiple weeks working on collaboratively in a group.

Course Schedule

Module	Topic	Reading/Videos/Assignments	Due Dates
1	Introductions & Welcome / Syllabus Review with Q&A / Chapter 1: Managing Change – Stories & Paradoxes	Read: Chapter 1 Watch: <ul style="list-style-type: none"> Instructor Intro Syllabus Review Video Lecture #1 Assignments: <ul style="list-style-type: none"> Syllabus Question Forum Module 1: Discussion Respondus Practice Quiz 	Sunday Initial Post-Friday 11:59 PM Peer Reply-Sunday 11:59 PM Sunday
2	Chapter 2: Images of Change Management	Read: Chapter 2 Watch: Lecture #2 Assignments: <ul style="list-style-type: none"> Syllabus Acknowledgement Module 2: Discussion Project #1 Assigned (due Modules 5 & 6) 	Sunday Initial Post-Friday 11:59 PM Peer Reply-Sunday 11:59 PM
3	Chapter 3: Why Change? Contemporary Pressures & Drivers	Read: Chapter 3 Watch: Lecture #3 Assignment: <ul style="list-style-type: none"> Module 3: Case Study #1 	Initial Post-Friday 11:59 PM Peer Reply-Sunday 11:59 PM
4	Chapter 4: What To Change? A Diagnostic Approach	Read: Chapter 4 Watch: Lecture #4 Assignments: <ul style="list-style-type: none"> Module 4: Discussion Project #1: Check-in Presentation Sign-up Test #1 (Chapters 1-4) 	Initial Post-Friday 11:59 PM Peer Reply-Sunday 11:59 PM Sunday 11:59 PM Sunday 11:59 PM Opens
5	Chapter 5: What Changes?	Read: Chapter 5 Watch: Lecture #5 Assignments: <ul style="list-style-type: none"> Module 5: Discussion 	Initial Post-Friday 11:59 PM

Module	Topic	Reading/Videos/Assignments	Due Dates
		<ul style="list-style-type: none"> Test #1(Chapters 1-4) Project #1 Submission & Presentations 	Peer Reply-Sunday 11:59 PM Closes Opens
6	Chapter 6: Purpose and Vision / Chapter 7: Change Communication Strategies	Read: Chapters 6 & 7 Watch: Lectures #6 & #7 Assignments: <ul style="list-style-type: none"> Module 6: Discussion Project #1 Submission & Presentations Project #1: Peer Evaluations Project #2: Group Selection Project #2 Assigned (due Modules 10 & 11) 	Initial Post-Friday 11:59 PM Peer Reply-Sunday 11:59 PM Closes Sunday 11:59 PM Sunday 11:59 PM
7	Chapter 8: Resistance To Change	Read: Chapter 8 Watch: Lecture #8 Assignment: <ul style="list-style-type: none"> Module 7: Discussion 	Initial Post-Friday 11:59 PM Peer Reply-Sunday 11:59 PM
8	Chapter 9: Organization Development & Sense-Making Approaches	Read: Chapter 9 Watch: Lecture #9 Assignment: <ul style="list-style-type: none"> Module 8: Discussion 	Initial Post-Friday 11:59 PM Peer Reply-Sunday 11:59 PM
9	Chapter 10: Change Management, Processual & Contingency Approaches	Read: Chapter 10 Watch: Lecture #10 Assignments: <ul style="list-style-type: none"> Module 9: Discussion Project #3: Group Selection Project #2: Check-in Presentation Sign-up Project #3 Assigned (due Modules 13 & 14) 	Initial Post-Friday 11:59 PM Peer Reply-Sunday 11:59 PM Sunday 11:59 PM Sunday 11:59 PM Sunday 11:59 PM
10	Project #2 Presentation Prep	Assignments: <ul style="list-style-type: none"> Project #2 Submission & Presentations Test #2 (Chapters 5-10) 	Opens Opens

Module	Topic	Reading/Videos/Assignments	Due Dates
11	Project #2 Presentations	Assignments: <ul style="list-style-type: none"> Project #2 Submission & Presentations Test #2 (Chapters 5-10) Project #2: Peer Evaluations 	Closes Closes Sunday 11:59 PM
12	Chapter 11: Sustaining Change vs. Initiative Decay	Read: Chapter 11 Watch: Lecture #11 Assignments: <ul style="list-style-type: none"> Module 12: Discussion Project #3: Check-in Presentation Sign-up 	Initial Post-Friday 11:59 PM Peer Reply-Sunday 11:59 PM Sunday 11:59 PM Sunday 11:59 PM
13	Chapter 12: The Effective Change Manager: What Does It Take?	Read: Chapter 12 Watch: Lecture #12 Assignments: <ul style="list-style-type: none"> Module 13: Case Study #2 Test #3 (Chapters 11 & 12) Project #3 Submission & Presentations 	Initial Post-Friday 11:59 PM Peer Reply-Sunday 11:59 PM Opens Opens
14	Project #3 Submission	Assignments: <ul style="list-style-type: none"> Test #3 (Chapters 11 & 12) Project #3 Submission & Presentations Project #3: Peer Evaluations 	Closes Closes Sunday 11:59 PM

Additional Information and Resources

The aforementioned modules and core concepts of the course will be augmented with case studies; bridging academic concepts to everyday change management. The external material plus additional assignments will be posted on Canvas.

Accessibility:

This course is offered through an accessible learning management system. For more information, please refer to Canvas's [Accessibility Statement](#).

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.

Resources for NJIT Online Students

NJIT is committed to student excellence. To ensure your success in this course and your program, the university offers a range of academic support centers and services. To learn more, please review the “Student Services” page in Canvas, which includes information related to technical support.