

OLP 4410 – 01: Principles of Change

Summer 2017 (May 15th – June 23rd)

Contact Information

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Course Description

Change is an unavoidable, anxiety-provoking process. However, it is also a force that continually moves people, organizations, and societies – hopefully in a positive direction. This course introduces the change process as well as the issues and factors affecting change. In this course, students will engage in critical analysis and discussion of change management, explore principles of change leadership, undertake an in-depth review of principles related to personal change, as well as a review of current issues in managing transitions and leading change.

Course Objectives

Through completion of various assignments, active engagement in dialogue via discussion forums, and the completion of a research paper students should:

1. Demonstrate an understanding and appreciation for the variables that affect the change process;
2. Develop and use of a meaningful vocabulary related to organizational change;
3. Display an understanding of issues related to both the content and process of facilitating change;
4. Generate strategies to meet the developmental needs of participants in the change process;
5. Demonstrate the ability to prepare and communicate a strategy for implementing change.

Course Format

The course will be conducted entirely online via Moodle. The course will be broken down into 6 separate weeks. Each week there are assigned readings, topical discussions to participate in; three assignments and a research paper are also integrated into the schedule. I will open each week on the preceding Saturday at 8:00am MST and close each on the preceding Friday at 10:00pm MST. PLEASE NOTE: for the first week ONLY, I will allow submissions until Sunday at 10:00pm MST. This means that weeks 1 and 2 will be open for two days simultaneously. This format is intended to help students stay on task, as well as provide structure. The full course schedule is on the last page of this syllabus.

Course Orientation

The best way to become accustomed to Moodle is spend time on it. However, there are a few specific items I will bring to your attention as they may be unique to my classes (consistent with Dr. Lion's classes, if you have had him as an instructor).

Ask the Instructor – This is the place to ask me questions about course requirement, material, etc. Thus, should you have a question about a course requirement, visit this forum first as your classmates might have already asked the question and received an answer from me. For questions about grades, please email me directly. The following quote highlights the importance of seeking answers:

“There is no such thing as an unreasonable question, or a silly question, or a frivolous question, or a waste-of-time question. It's your life, and you've got to get these answers” -Marcia Wallace

Framework – At the beginning of most weeks, there will be a link called “Framework”. This is a place where I will provide some context to the work of the upcoming week.

Required Textbooks

1. Biech, E. (2007). *Thriving through change*. Alexandria, VA: ASTD Press.
2. Russell, J. & Russell, L. (2006). *Change basics*. Alexandria, VA: ASTD Press.

Note that when referring to the above books, *Thriving Through Change* will be denoted as “TTC” and *Change Basics* as “CB”.

Digital and hardcopies of these textbooks are available through the publisher’s website, among other outlets listed on <http://www.dealoz.com/>. Also, you can purchase a hardcopy through the Idaho State University bookstore. Because of the online nature of this course and our relatively limited interaction through virtual means, having access to and reading the course textbook is *crucial* to your success in this course.

Course Pace

Due to the online nature of this course, you will have some flexibility regarding when you download course materials; however, you are required to maintain pace with the course as outlined in the course schedule. Moreover, you are responsible for keeping up on course announcements, particularly with regards to the timing of discussions and assignments. Because of this, you should check the Moodle course page several times each week for discussions, required readings, announcements, etc. If you complete the scheduled requirements (e.g., discussions, assignments) early in the week, I highly encourage you to still check and participate in the discussion forums during the remainder of the week.

Course Communication

Announcements, feedback, and/or notes from me will be posted on Moodle and automatically sent via email. Be sure to check your Moodle and student email regularly. You may contact me via email and the communication tools on Moodle. I will try to answer all communication as quickly as possible; however, I cannot guarantee an immediate response. If you have not received a response within 48 hours, please resend the message.

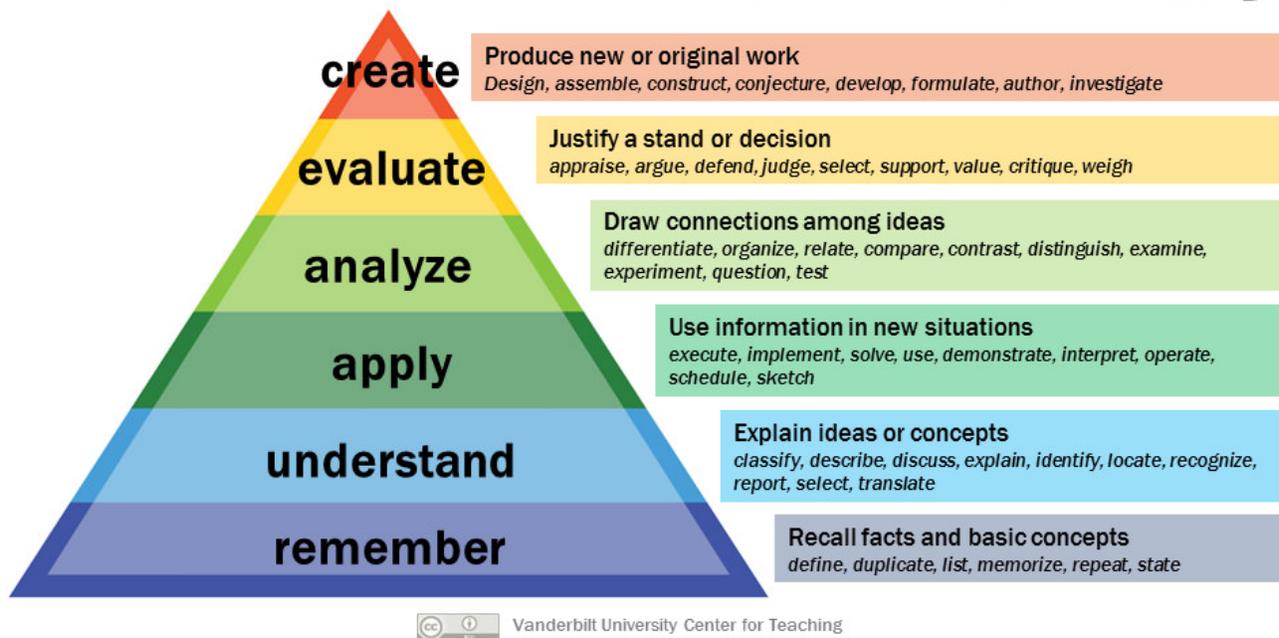
Course Requirements

This class will feature 3 primary grading categories: 1) weekly discussion forums, 2) assignments, and 3) a final course paper.

Grading and Assessment of Outcomes

The course requirements will evaluate how well you demonstrate an understanding of the information as you work towards mastery of the subject matter. Critical thinking and higher level thinking are key parts of the subject mastery process. Bloom’s Taxonomy can be referenced (next page) and used as a tool to assist with better understanding the concept of higher levels of thinking.

Bloom's Taxonomy



Grading Scale

The traditional +/- letter grade structure will be utilized for this course (i.e., B+ = 87-89%, B = 83-86%, B- = 80-82%).

<i>Course Elements</i>		<i>Points</i>
Discussion Forums (12)	15 pts/each	180
Assignments (3)	40 pts/each	120
Final Course Paper		100
<i>Total points</i>		<i>400</i>

Discussion Forum Participation

Since this is a web-based course, the quality and integrity of the discussions are closely tied to the overall quality of the class. The discussions are your opportunity to post high-quality reflections demonstrating that you a) read the information, b) understand the information, and c) can accurately apply the information, as well as d) can think critically about the information and how it relates to your life. The posts should be substantial and demonstrate your ability to utilize the information at the *analysis* level of Bloom's Taxonomy. The link called *Instructor's Expectations*, found at the top of our Moodle course page, provides additional information on quality discussion posts.

Assignments

There will be three different topical assignments during this course. Each assignment focuses on a particular aspect of the change process. Close attention should be paid to the quality of writing so that assignments are clear and complete. Consult the assignment descriptions within Moodle for more details.

Assignment #1 – The Paradox of Success

Assignment #2 – Learning from Past Change Efforts

Assignment #3 – Why Does Change Fail?

Final Course Paper

The final course paper involves identifying one major organization/company that has botched a change initiative. Then complete a mini-research paper on the company and its failed change initiative. The paper should include 5-7 pages plus cover page, table of contents, and reference page. Be sure to explain the issues that lead to the failure in implementing the change using the terms, concepts, and model we've discussed in this course. Be sure you are thorough and comprehensive in your writing about the organization/company and their failed change.

Class Decorum: Every class is an environment that values experience and expression. It is important to remember that your personal actions and opinions may impact other learners more than you may intend. Please be respectful of this learning community.

Late Work Policy: All papers and discussions are due by the date listed on the course schedule. Because the schedule is tight and regimented, minimal exceptions will be made. In order for an exception to be permitted, I should be apprised of the forthcoming challenge, when possible.

Academic Integrity

Academic integrity is expected of all students. Please see the ISU Student Handbook for information regarding your rights and responsibilities as a student. Academic dishonesty WILL NOT be tolerated, and includes, but is not limited to, cheating and plagiarism. The ISU Student Handbook defines cheating as: “using or attempting to use materials, information, or study aids that are not permitted by the instructor in examinations or other academic work”, and defines plagiarism as: “representing another person's words, ideas, data, or work as one's own. Plagiarism includes, but is not limited to, the exact duplication of another's work and the incorporation of a substantial or essential portion thereof without appropriate citation.”

While this course is heavily based on collaborative learning (online discussions), you are required to submit your own original work. Plagiarism will not be tolerated in any form. As upper-level undergraduate students, you are expected to conduct yourselves in a scholarly manner. This includes submitting original work and appropriately referencing others that have been recognized for the original thought or action.

A note about *assignment recycling* and/or *self-plagiarism*: reusing your previous work (i.e. discussion posts from other classes, papers, etc.) is strictly prohibited. However, exceptions may be made for course work (i.e. papers, literature reviews, etc.) that are being used *in-part* to move toward the course project paper.

ADA Accommodations

Idaho State University is committed to equal opportunity in education for all students, including those with documented disabilities. If you have a diagnosed disability or if you believe that you have a disability that might require reasonable accommodation in this course, please contact Disability Services:

Room 125, Rendezvous Complex

Phone: (208) 282-3599

Email: disabilityservices@isu.edu

Webpage: <http://www.isu.edu/ada4isu/>

University policy states that it is the responsibility of students to contact instructors during the first week of each semester to discuss appropriate accommodations to ensure equality in grading, experiences, and assignments.

Noteworthy Dates

May 19, 2017 – Last day to register or add/drop this course

May 26, 2017 – Last day to withdraw from this course

Syllabus and Academic Honesty Agreement

To show that you have read the syllabus and you understand the academic honesty policy, it is required that you complete the syllabus and academic honesty agreement found on Moodle. You must agree to the terms before you are allowed to complete any other course materials. The agreement is due by Tuesday, May 16th.

NOTE: you will not be allowed to access any course materials until this requirement has been completed.

Course Schedule for OLP 4410-01			
Summer 2017			
Information in the tentative schedule is subject to change. <i>All deliverables are due at 10:00pm MST. Additional readings might be announced throughout the semester.</i>			
Week	Topics	Deliverable	Due Date
<i>Week 1 (opens 5/13)</i>	<i>Must be completed before any other deliverables</i>	Syllabus & Academic Honesty Agreement	5/16/17
	W1D1 - Introductions	Forum Participation	Initial: 5/16/17; Follow-up 5/21/17
	W1D2 - The Paradox of Change	Forum Participation	Initial: 5/16/17; Follow-up 5/21/17
<i>Week 2 (opens 5/20)</i>	W2D1 - Systems Thinking	Forum Participation	Initial: 5/23/17; Follow-up 5/26/17
	W2D2 - Change Activities	Forum Participation	Initial: 5/23/17; Follow-up 5/26/17
	The Paradox of Success	Assignment #1	5/26/17
<i>Week 3 (opens 5/27)</i>	W3D1 - Assessing Organizational Readiness	Forum Participation	Initial: 5/30/17; Follow-up 6/2/17
	W3D2 - Developing Employee Resilience	Forum Participation	Initial: 5/30/17; Follow-up 6/2/17
	Learning from Past Change Efforts	Assignment #2	6/2/17
<i>Week 4 (opens 6/3)</i>	W4D1 - The 5 Types	Forum Participation	Initial: 6/6/17; Follow-up 6/9/17
	W4D2 - Vision Buy-in	Forum Participation	Initial: 6/6/17; Follow-up 6/9/17
	Why Does Change Fail?	Assignment #3	6/9/17
<i>Week 5 (opens 6/10)</i>	W5D1 - Rule 16	Forum Participation	Initial: 6/13/17; Follow-up 6/16/17
	W5D2 - Identify Final Paper Organization	Forum Participation	Initial: 6/13/17; Follow-up 6/16/17
<i>Week 6 (opens 6/17)</i>	W6D1 - Evaluation	Forum Participation	Initial: 6/20/17; Follow-up 6/23/17
	W6D2 – Final Thoughts	Forum Participation	Initial: 6/20/17; Follow-up 6/23/17
	Your <i>Selected</i> Organization	Final Research Paper	6/23/17