

**UNIVERSITY OF TEXAS, DALLAS**  
**OBHR4354 “Leading Organizational Change”**  
**Course Syllabus – Spring 2017**

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**Course Information**

OBHR4354 “Leading Organizational Change”

Section: 001 - MW 2:30 – 3:45 - Classroom: JSOM 12.206

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**Professor Contact Information**

Edward Meda (Ed), 972-883-5023 or Email: [Edward.Meda@utdallas.edu](mailto:Edward.Meda@utdallas.edu).

Office: JSOM 13.405. Office hours are Monday and Wednesday 1:00pm - 2:30pm and by appointment.

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**Course Description**

This course will emphasize practical skills required to be an effective change agent. Theories and techniques of planned and transformative organizational change will be discussed, along with topics that include change agent entry in change projects, negotiating role expectations, contracting, diagnostic interviewing and needs assessment, overcoming resistance to change, large group intervention processes, and cross-cultural differences in leadership expectations.

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**Student Learning Objectives/Outcomes**

- Students will demonstrate an understanding of the principles of diagnosing needed organizational change
  - Students will additionally demonstrate the ability to develop a change management plan incorporating the principles of effective change leadership
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**Required Textbooks and Other Materials**

“That’s Not How We Do It Here”, Kotter, Rathgeber, Portfolio/Penguin, 2016

“Our Iceberg Is Melting”, Kotter, Rathgeber, St. Martin’s Press, 2005

“A Sense Of Urgency”, Kotter, Harvard Business Press, 2008

“Leading Change”, Kotter, Harvard Business School Press, 1996

“The Heart of Change”, Kotter, Cohen, Harvard Business School Press, 2002

“Making Change Stick”, Reale, Positive Impact Associates, 2006

“Change Management Masterclass”, Green, Kogan Page, 2009

“Managing Change Cases and Concepts, Jick, Peiperl 2ed., 2003

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## Suggested Course Materials

Suggested course materials also include exposure to reputable business publications like the Wall Street Journal, Fortune Magazine, HR Magazine, course supplemental reading and learning material links and handouts provided.

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## Assignments & Academic Calendar

### Assignments and Academic Calendar – MW Schedule

<b>Week#</b>	<b>Beginning</b>	<b>Topic</b>	<b>Assignments</b>
#1	1/9	Meet and Greet Review course structure Kotter's Eight Steps	The Heart of Change
#2	1/16	Monday 1/16 – MLK Kotter's Eight Steps	No Class The Heart of Change
#3	1/23	Discussion In Class Exercise/Case	My Iceberg in Melting My Iceberg in Melting
#4	1/30	Writing Assignment Guidelines Provided Writing Assignment Due	Due 2/1
#5	2/6 2/8	Discussion Exam #1	Leading Change Blue/Green Book
#6	2/13	Discussion Discussion	That's Not How We do it Here That's Not How We do it Here
#7	2/20	Writing Assignment Guidelines Provided Writing Assignment Due	Due 2/22
#8	2/27	Discussion In Class Exercise/case	Making Change Stick Making Change Stick
#9	3/6	Discussion Exam #2	Change Management Masterclass Blue/Green Book
#10	3/13	Spring Break	
#11	3/20	Group Meetings –	No Official Class Meeting
#12	3/27	Group Presentation Group Presentation	Team #1 Team #2
#13	4/3	Group Presentation Group Presentation	Team #3 Team #4
#14	4/10	Group Presentation Group Presentation	Team #5 Team #6
#15	4/17	Group Presentation Group Presentation	Team #7 Team #8
#16	4/24	Grading & Presentation Paper Due	4/24
Finals	Week		

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## Grading Policy

Grades will be determined using the following point system:

Assignments:	Points Available
Exams – 2 (150 points) each	300
Written Assignments – 2 (100 points)	200
Group Presentation – 1 (150 points)	150
<b>TOTAL</b>	<b>650 Points</b>

**The grading scale based as follows:**

(98-100%) = A+  
(94-97%) = A  
(90-93%) = A-

(87-89%) = B+  
(84-86%) = B  
(80-83%) = B-

(77-79%) = C+  
(74-76%) = C  
(70-73%) = C-

(67-69%) = D+  
(64-66%) = D  
(60-63%) = D-

And below 60% is failing

## Course & Instructor Policies

### Make-Up Quizzes and Exams

Make-up quizzes and exams may be taken under certain circumstances of illness/family death or emergency if students contact me (if possible before the scheduled quiz or exam) and provide written proof of why the student could not take the quiz or exam (i.e. doctor's note). There are no make-up quizzes or exams without the above documentation.

### Extra Credit

Extra Credit work may be assigned to the class in the course of the semester at the discretion of the instructor. This is in addition to the Bonus Points available.

## **Comet Creed**

*This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:*

*“As a Comet, I pledge honesty, integrity, and service in all that I do.”*

## **UT Dallas Syllabus Policies and Procedures**

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus. Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

**Academic Dishonesty:** The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work.

Academic dishonesty can occur in relation to any type of work submitted for academic credit or as a requirement for a class. It can include individual work or a group project. Academic dishonesty includes, plagiarism, cheating, fabrication and collaboration/collusion. In order to avoid academic dishonesty, it is important for students to fully understand the expectations of their professors. This is best accomplished through asking clarifying questions if an individual does not completely understand the requirements of an assignment.

Additional information related to academic dishonesty and tips on how to avoid dishonesty may be found here: <http://www.utdallas.edu/deanofstudents/maintain/>.

## **Field Trip Policies Off-campus Instruction and Course Activities**

Off-campus, out-of-state, and foreign instruction and activities are subject to state law and University policies and procedures regarding travel and risk-related activities. Information regarding these rules and regulations may be found at the website [http://www.utdallas.edu/BusinessAffairs/Travel\\_Risk\\_Activities.htm](http://www.utdallas.edu/BusinessAffairs/Travel_Risk_Activities.htm). Additional information is available from the office of the school dean.