

BUSI 3723 COIN4: Organizational Change

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Syllabus

Course Description

This course on Organizational Change will introduce learners to practices and insight associated with the alteration or transformation of corporations and organizations and their operating environments. It offers students a means to: sample some of the influential articles and ideas that are currently guiding executives, work on intriguing and challenging assignments, learn about a series of useful online information sources that guide practical research about corporation and influential organizations. The knowledge base underlying the management of change is broad and growing. This course offer students a broad overview of many approaches associated with change management.

At its core, this course is about understanding: why change occurs, the alternatives or approaches that are available to organizations to respond to change drivers, best practices associated with change management, and why change succeeds or fails.

In the world of management, few concepts are as pervasive, yet as poorly understood as that of organizational change. Is it an important subject? Yes. But no course on organizational change can cover every topic. This course is but an introduction to organizational change. You will learn about some of the trends driving the transformation of companies and organizations. You will also learn about organizational growth, industry change, innovation, turnarounds, restructuring, downsizing, layoffs, resistance to change, leadership, stability and surveillance capitalism. As well you will be introduced to many change management frameworks and processes.

The course by guiding you to coverage of current trends influencing change in organizations. Under this topic you will explore ideas related to organizational design, the future of work and the influence of technology.

The course will introduce cover commonly understand ideas about how and why organizations grow as well as thoughts regarding the company life cycles, growth from an institutional theory perspective and Greiner's growth model.

You will learn about the reasons why employees resist change initiatives and some of the common techniques use to overcome resistance. You will also be introduced to change management guru John Kotter's blunt recommendation for dealing with important individuals who resist change efforts in organizations.

The aim of this assignment is to introduce to you to the idea that along with organizations, industries also change. Indeed, changing industries can force organizations and companies to transform themselves in response. Specifically, you will be introduced to three different explanations of why and how industries change. These include a focus on transactions costs, trajectories and Schumpeter's classic notion of creative destruction.

You will be introduced to commonly accepted processes of restructuring a company and turning it around. You will also learn common reasons for organizational decline and what to do about it.

What is the best way to downsize and layoff employees when this unwelcome situation arises? You will about this and as well as some of the possible alternatives available to organizational decision makers who would rather retain their employees.

You will be introduced to three different leader focused issues. Specifically, success in many companies is often wrongly attributed to the individual at the top of the hierarchy. As well it is often not clear how boards in large companies choose leaders. Finally, the behaviour of corporate leaders does not always align with desires of investors. You will also learn about a change management process

developed by Harvard professor John Kotter that serves as a guide for organizational leaders who choose to take charge of internal change efforts.

You will also learn that change might not be the normal state of affairs for most organizations. Indeed, many scholars would argue that stability is the dominant and normal state of affairs. We will introduce you the basis of this line of thinking which is institutional theory and the concepts of isomorphism and institutional logics.

One particularly troubling outcome of decades of technological innovation and organizational change is the rise of surveillance capitalism as a force in the workplace and our daily lives. In this course, this concept will be explored.

Innovation, in the eyes of many scholars and observers, is an important driver of change in organizations and industries. You will learn about how companies can create innovative products and services, how they can be used by a company to retain an advantage over competitors and how innovations can alter or disrupt an industry in unexpected ways.

So what do we really know about the management of large scale organizational change? Although written over 30 years ago, Jan Mohrmann's ideas remain relevant today. She suggested that our knowledge could be summarized as follows (Mohrman and Mohrman, 1989; 243).

Executives need to understand the organization's history and development. Many organizations were around a long time before their management team. Ignoring history is often done at one's peril. Second, the phrase 'people are our most important resource', really needs to be taken seriously. Decision making and information sharing needs to occur at the lowest points possible in large organizations. People truly can be motivated by ideas and visions if they are believable. Third, any attempts to introduce new practices involve serious fundamental changes to the entire organization. Quick fixes simply do not last. Successful changes are deep, pervasive, and occur very quickly. Fourth, the sources of implementation difficulties normally are predictable. Many employees are skeptical of change efforts. Those who have been around long enough have seen many such efforts come and go. Convincing them that "this is the big one", is not always easy. Finally, executives who lead successful efforts need to be aware that existing values and beliefs, and the corporation's culture, must be analyzed, interpreted and directed. These help to shape and mold an organization's capacity to deal with its unknown future. These same executives need to be skilled in understanding and managing social, political, and cultural processes of change.

This course focuses on helping students improve their analytical and management skills. It exposes learners to well known change management frameworks and specific online information sources.

With this in mind, what are the hoped for learning outcomes associated with this course?

- Highlight some of the important elements and frameworks associated with the field of change management.
- Identify some of leading sources of intellectual thought regarding change management specifically as they apply to management situations.
- Identify different online information sources and explain why they might be useful for identifying triggers, signs and symptoms of organizational alterations and transformations.
- Develop a competence for using a series of specific analytical applications when seeking to understand why change occurs.

Instructor

Conor Vibert Ph.D.

I am a Professor of Business Strategy and have taught at Acadia University for 26 years. I am the co-creator of Casenet.ca, a platform and international collection of free and open access streaming video business teaching. In terms of research, I am interested in competitive intelligence and how companies use online information to understand and navigate their business environment. At Acadia University I also teach and deliver courses on Corporate and Business Strategy, Organization Theory, Cross Cultural Management and Doing Business Abroad.

I look forward to helping you learn more about how to change management.

0:00 / 3:20

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Reading Information

Almost all of the readings and video content for this course are available in, or linked to from Moodle, and you will find them in each Module as you move through them. When designing this course, a deliberate decision was made to maximize the use of open source content.

There are, however, 3 required articles which you may need to purchase:

- McGahan Anita M. (2004) [How Industries Change](#), *Harvard Business Review*.
- McGrath, Rita Gunther, (2013) [Transient Advantage](#). *Harvard Business Review*.
- Christopher Zatsick, Mitchell Marks & Roderick Iverson, [Which way should you downsize in a crisis?](#) *Sloan Management Review*, 2009 Fall Vol 51.

If prompted for a username and password you should use your Acadia username and password. If the links above don't work you should also be able to find digital copies of these Acadia University's Vaughan Memorial Library. Feel free to reach out the librarian. Information on accessing library resources from off-campus can be found here - <https://library.acadiau.ca/distance-education/access.html>.

Evaluation

Assignment	Readings	Mark
Assignment 1	Introduction - Trends	5%
Assignment 2	Organizational Growth	7%
Assignment 3	Resistance to Change	7%
Assignment 4	Industries and Change	7%
Assignment 5	Innovation and Change	7%
Assignment 6	Turnarounds and Restructuring	7%
Assignment 7	Downsizing and Layoffs	7%
Assignment 8	Leaders and Change	7%
Assignment 9	Consultants Tool Box	7%
Assignment 10	Stability as Opposed to Change	7%
Assignment 11	One Troubling Outcome of Change	7%
Assignment 12	Timed Essay	25%

Assignments

The assignments are delivered to the instructor via assignment drop-boxes. Please remember to put your name, student number, course number, and assignment number on the assignment and keep a copy in the event the original is lost. The instructor will respond to questions and mark assignments with 72 hours of submission by the student.

Note files must be readable by Excel 2003 or Word 2003.

How to Proceed Through the Course

The course structure is based on the use of selected readings, videos, and online information sources.

There are 11 Assignments and 1 Timed Essay. Each assignment corresponds to a Module. **You must complete the Assignments before writing the Timed Essay.**

Upon completion of essays and assignments, you receive feedback within six weekdays.

Links to readings, videos and useful online information are found in each course module further and in this course outline.

The assignments are delivered to the instructor via assignment drop-boxes. Please remember to put your name, student number, course number, and assignment number on the assignment and keep a copy in the event the original is lost.

Enjoy the course.

Important Sources of Information

Although a number of information sources are used, YouTube is particularly important. I have deliberately used free open source online content when designing this course.

Timed Essay

To help assess your knowledge of cross cultural management, you will be tasked with writing one 2000 word essay in a 4 hour time period.

Once you have submitted the 11 assignments and all have been graded, the link for the timed essay will become available you can complete it. You will randomly be assigned an essay question to answer once you begin this quiz. Once you get your essay question prompt, you will write your essay in Microsoft Word (or a similar program), keeping this Moodle quiz open. Once you are finished, please attach your essay to the quiz and submit it.

Please ensure that you reference information sources appropriately.

Please note, once you start this quiz, the 4 hour time period begins. You must undertake and submit the essay before the 4 hours are up. You do not have to pass this to pass the course.

Course Schedule

You have 6 months to complete this course. You may set your own schedule, but if you intend to complete the course in less than 3 months, you should let me know so that we can arrange a schedule.

Please do not leave all of your course work until a few weeks before your completion date. Although I will make every effort to accommodate your schedule within reason, I need time to grade assignments.

Quick Overview:

Week	Topic	Assignments
1	Introduction - Trends	Assignment 1
2	Organizational Growth	Assignment 2
3	Resistance to Change	Assignment 3
4	Industries and Change	Assignment 4
5	Innovation and Change	Assignment 5
6	Turnarounds and Restructuring	Assignment 6
7	Downsizing and Layoffs	Assignment 7
8	Leaders and Change	Assignment 8
9	Consultants Tool Box	Assignment 9
10	Stability as Opposed to Change	Assignment 10
11	One Troublesome Outcome of Change	Assignment 11
12	Timed Essay	Assignment 12

Student Handbook

You are responsible for becoming familiar with the contents of the Student Handbook. It contains important information about scheduling examinations (if applicable), applying for extensions, withdrawing from your course, ordering books, and computer and library services available to you. If you have questions about the policies outlined in the handbook (<https://courseware.acadiau.ca/openacadia/studenthandbook.html>), contact:

Open Acadia
21 University Avenue (Rhodes Hall)
Wolfville, NS B4P 2R6
Phone: 1-800-565-6568
Fax: 1-902-585-1068
Email: openacadia@acadiau.ca

Academic Integrity

Academic integrity demands responsible use of the work of other scholars. It is compromised by academic dishonesty such as cheating and plagiarism. A student who is uncertain whether or not a course of action might constitute cheating or plagiarism should seek in advance the advice of the instructor involved.

- Cheating is copying or the use of unauthorized aids or the intentional falsification or invention of information in any academic exercise
- Plagiarism is the act of presenting the ideas or words of another as one's own. Students are required to acknowledge and document the sources of ideas that they use in their written work.
- Self-plagiarism is also a form of plagiarism. It is the presentation of the same work in more than one course without the permission of the instructors involved.
- A student who knowingly helps another to commit an act of academic dishonesty is equally guilty.
- Penalties are levied in relation to the degree of the relevant infraction. They range from requiring the student to re-do the piece of work, through failure on that piece of work, to failure in the course, and to dismissal from the university.

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