MGMT 5970
Organizational Change
Spring Semester 2008
3:30-4:45 Tues / Thurs

Professor and Contact Information

Professor: Dr. Olivia A. O’Neill
Office: 431 Brooks Hall
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Office Hours: Wednesdays 2-4, or by appointment

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Course Materials


Course Website: https://webct.uga.edu/
Please contact the EITS Help Desk (5423106) if you have problems.

Course Description

Managing change effectively is essential to a business’ long-term survival. A good strategy that is poorly implemented is useless. This course addresses the formal and informal structures within an organization from the perspective of bringing about change in those structures. We will start with a brief overview of change and general intervention concepts. Using Jick and Peiperl’s outline, we will then successively discuss the change process in terms of the challenges of change, envisioning change, implementing change, the recipients of change, and the change agents. It is the purpose of this course to help you either as future consultants or as managers bringing about change within your organizations to understand the options and tools available to you. The design of the course is highly interactive. Most of the learning will occur in the classroom. As such, class attendance is strongly encouraged and you will need to take a great deal of notes on the case study “takeaways” and in-class discussions.
Course Requirements

Module Assessments 20% (15% if taking cumulative final)
Case Presentations 20% (15% if taking cumulative final)
Case Study Team Project 20% (15% if taking cumulative final)
Participation 20%
Speaker Reflection Papers 10%
Homework Assignments 10%
Total 100%

Final course grades in this course will be assigned strictly in accordance with the following guidelines.

If your final point total ranges from . . . .

(1) 100 to 95.50, then you’ve earned an “A.”
(2) 95.4999999 to 89.5, then you’ve earned an “A-.”
(3) 89.4999999 to 86.5, then you’ve earned a “B+.”
(4) 86.4999999 to 82.5, then you’ve earned a “B-.”
(5) 82.4999999 to 79.5, then you’ve earned a “B.”
(6) 79.9999999 to 76.5, then you’ve earned a “C+.”
(7) 76.4999999 to 72.5, then you’ve earned a “C.”
(8) 72.4999999 to 69.5, then you’ve earned a “C-.”
(9) 69.4999999 to 59.5, then you’ve earned a “D.”
(10) 59.4999999 to 0, then you’ve earned an “F.”

The following is the official UGA response to the letter grade assignment process. “There is no grading scale assigned to each grade at the University level. The grading scale is the responsibility of the instructor, as is the case with the present grading system.”

Module Assessments (20%). Please see the schedule below for the dates and times of the five module assessments. Each module assessment is worth 4% of your grade. Assessments will consist of multiple choice questions about the textbook readings and the speaker presentations.

Case Presentations (20%). You will be asked to organize yourselves into 3-4 person teams for the purpose of case presentations. Each team will be responsible for presenting one case from the text. Case presentations must be thorough and accompanied by PowerPoint slides. I expect you to examine details of the case relative to the topic that is currently under consideration from the text. You are expected to integrate the case material as well as to engage in critical analysis from a change management perspective. Simply regurgitating the facts is not enough – we can all read the case. For this exercise, you are the consultant and will be expected to use your knowledge and insight to critically examine the organization in question. Please email your presentation slides to me no later than 9am on the morning you are scheduled to present. I will use a standard format for giving you feedback. The evaluation form may be downloaded from WebCT.
Case Study Team Project (20%). This assignment consists of writing a case study in the style of Harvard Business School Cases. You will be randomly assigned to a 5-person team that is different from your case presentation team. In addition to case-relevant company information, you are expected to discuss what “academic” points are being used in the case and the underlying rationale behind the change management process the company is undergoing.

Teams have two options for gathering the case material:

**Option 1**: This option depends on there being one of you in the team who has some connection to people in an organization that is currently undergoing or that recently underwent change management. It doesn’t matter if it is a “work” organization. The key factor is that it is an organization in which people have formal roles, there is a hierarchy and reporting structure, and there are implications to the intervention being managed. A significant aspect in my evaluation of your case is that you conducted original research through interviews and analysis of archival data and explicitly tied the information you obtain to concepts from the textbook.

**Option 2**: This option involves outside research on a prominent organization that is currently undergoing or that recently underwent change management. The key factor in choosing an organization is that it is a company that has generated a lot of academic and/or popular press analysis. Research sources may include, but are not limited to, business books available from the library and articles searches in Lexis Nexis. A significant aspect in my evaluation of your case is the quality of the outside research and how you tied it to textbook concepts. Due to the inundation of group projects on certain large companies (e.g. Coca-Cola, Home Depot, General Motors, Starbucks), a list of “banned” companies will be circulated later in the semester.

Your teams must let me know in writing by 1/31/08 which option you are going to undertake and what company you are going to research. There is no switching of options after this point.

Final papers from all teams are due in class on 4/24/08.

A hard copy of the final paper must be submitted to me in double-spaced format with 1 inch margins all the way around. Length should be 10 pages (not including references, tables, and appendices). Please use Times New Roman 12 pt. font. Do not include cover pages. Clip art and photographs are strictly prohibited anywhere throughout the document.

Final grades will be a composite of the paper and the team member evaluation.

*Please attend to the following!* While the team projects grades are allocated similarly to all team members, we are very aware of the “social loafing” behavior of some students. Hence, I will be providing a team performance evaluation system that each team member must complete on all of his/her team members (no self evaluations are allowed). If, for example, your team project percentage points are 20 out of 20, but you receive an average performance evaluation of 80 percent from your team members, you as an individual will then only get 16 out of those 20 points (20 times .80). If your team project points were only 15 out of the 20, then the 80 average evaluation means that you would only see 12 (15 times .80) of those points. The evaluation form
may be downloaded from the WebCT website. This evaluation is confidential. Your constructive feedback is crucial for the personal and professional development of your classmates, thus, it is imperative that your ratings reflect your honest opinions.

Participation (20%). Participation points will be used to reflect points my judgment of your class participation as well as your classmates’ evaluations of your participation in the class. Given that the class is mainly based on case discussion, there will be many different opportunities to participate throughout the semester. Several factors affect your participation grade. These factors include but are not limited to: (1) the frequency with which you participate in class, (2) the insight you provide in your answers, questions, and comments about the cases, (3) the depth and pertinence of questions to guest speakers, and (4) the insight and collegiality of your questions and comments to other students. To encourage active participation from everyone, I reserve the right to cold call at any time. Please note that a major factor in my evaluation of your participation is the quality of your questions and answers. Meaningful contributions are directly relevant to the case at hand and signal that you will have to have read the case just as thoroughly as the team that is presenting it. These could be in the form of insights or questions about an alternative that you thought of but the presenters or the professor think of. Also, student presenters may direct a comment or question to you or ask you directly if you have a question or addition that you would like to make to the case. If you aren’t prepared or aren’t present, you won’t receive credit for participation. Participation will be assessed and documented after each class session, thus, my evaluation will be the average of your participation points across the semester.

The remainder of your participation grade will come from class nominations. At the end of the semester, I will ask your classmates to nominate students whose in-class participation significantly contributed to their learning.

Speaker Reflection Papers (10%). There are six guest speakers scheduled throughout the semester. You are required to submit two 1-2 page reflection papers on any two of the speakers. At minimum, papers should include: (1) a summary of the speaker’s main points, and (2) identification of change management issues in their work or the company’s work that relate to the cases, topics, and organizations discussed in class, and (3) any specific insights about the speaker’s presentation that relate to your career interests or that contribute to a better understanding of change in the organization(s) you have worked for or may work for in the future. Reflection papers will be graded in terms of “☺️”, “☺️”, “☺️.” Or, if you prefer, they can be graded as “☺️”, “☺️,” “☺️”.

Homework Assignments (10%). Throughout the course of the semester, you will receive two homework assignments. These homework assignments are designed to apply the knowledge obtained from our case study discussions to real-world organizational change scenarios. One homework assignment will involve a write-up of a newspaper article. Another homework assignment will involve a research application of an organizational change topic. I will provide more information on these assignments later in the semester.
**Attendance and Makeup Policy**

Attendance is necessary to maximize the benefits of the class for you and your classmates, however, attendance will not be counted as a separate grade. Much of the class is experiential and your attendance contributes to the success of the case study discussions. For this reason, attendance is strongly encouraged. Out of respect for your classmates, please do not enter the classroom after I have begun the class.

If a student misses a class, substitute exercises will not be offered for activities that were missed during the missed class. The only exception to this rule is religious holidays, in which case the student is responsible for notifying the professor by email at least 2 weeks before the class s/he needs to miss. If a student cannot take a module assessment for legitimate reasons, s/he should contact the professor prior to the module assessment or as soon after the examination as possible. It is the responsibility of the student to provide evidence of a legitimate reason for missing a module assessment. Among the legitimate reasons are: (a) an illness treated by a physician who will put in writing that you were too ill to take it on that day; (b) a death in the family; and (c) an accident that prevented your attendance at the scheduled time. Written documentation of the reason is required from an authority. Time stamps from the Health Center are not sufficient. If a legitimate reason is provided, a makeup examination will be provided. If a legitimate excuse cannot be provided, the student will receive a zero (0) for the missed examination.

**Academic Infractions**

All academic infractions (plagiarism, cheating on examinations, etc.) will be dealt with according to the academic honesty policy and procedures published in the university and college catalogs. If a student is found guilty of academic dishonesty in this class, the student will receive an “F” for the course regardless of their academic status and standing at the university.

**Cell phones**

Your cell phones must be turned off or silenced during class. If a cell phone rings in class, you have three options: 1) leave the room immediately and be marked absent for that day, or 2) answer the phone and incorporate the topic being discussed in class into your conversation, or 3) hand the phone over to Dr. O’Neill to answer.

**Laptops**

Laptops are permitted in class for note taking purposes only. Emailing, instant messaging, and internet surfing are strictly prohibited. Because these activities are distracting and disrespectful to your classmates and your professor, I reserve the right to approach you in class without notification and warning, and to see what else you have opened on your laptop. If there is anything other than PowerPoint or Word open along your toolbar, you will be asked to leave the room, and will be marked absent for that day.
Email Etiquette

I will not respond to emails involving grade inquiries, grade disputes, or challenge to course policies. These issues should be discussed in-person. Please stop by office hours or make an appointment to see me.

Schedule

All readings should be completed before, not after, the day in which it is assigned. Please note that the following schedule is subject to change at the discretion of the professor, department, college and university.

Overview Material

Tuesday 1/8            Introduction to the class
Thursday 1/10          Introduction to Change

Module I: The Challenge of Change

Tuesday 1/15          Text 1 - 25
                      Intuit Case (Group 1)
Thursday 1/17         Text 26 - 57
                      British Airways Classic Case (Group 2)
                      British Airways Update
Tuesday 1/22          Text 58 - 90
                      Clifford Chance Case (Group 3)
Thursday 1/24         Guest Speaker:
                      Michael Kenyon, North Highland Consulting
Tuesday 1/29          Module 1 Assessment

Module II: Envisioning Change

Thursday 1/31         Text 91 - 100
                      Yincom and Yangnet (Group 4)
                      Your team needs to figure out what the agenda for the
                      meeting is going to be, and select one of you to deliver
                      the 10-minute speech.
Tuesday 2/5            Text 101 - 140
                      Galvin & Motorola (Group 5)
Thursday 2/7  Motorola: Next Generation Case

Tuesday 2/12  Guest Speaker:
Linda Hoopes, Conner Partners

Thursday 2/14  Text 141 - 162
Charlotte Beers at Ogilvy & Mather (Group 6)

Tuesday 2/19  Module II Assessment

Module III: Implementing Change

Thursday 2/21  Guest Speaker:
Reggie Mebane, Center for Disease Control

Tuesday 2/26  Text 163 - 183
Peter Browning and Continental White Cap Case (Group 7)

Thursday 2/28  Text 184 - 219
Marconi plc (Group 8)

Tuesday 3/4  Text 220 - 240
Seagram Case (Group 9)

Thursday 3/6  Text 241 - 250 and 268 - 282
Oticon A/S Case (Group 10)

Tuesday 3/11  Spring Break
Thursday 3/13  Spring Break

Tuesday 3/18  Module III Assessment

Module IV: Recipients of Change

Thursday 3/20  Text 283 - 310
Dubinsky at Apple Computer Case (Group 11)

Tuesday 3/25  Text 311 - 336
Wellcome Israel (Group 12)

Module V: Leading Change – The Personal Side

Thursday 3/27  Text 385 - 415
Micro Switch Case (Group 13)
| Date       | Topic                                                                 || Details                                                                 |
|------------|----------------------------------------------------------------------|--------------------------------------------------------------------------|
| Tuesday 4/1| Text 416 - 436                                                        | Change Agents at PriceWaterhouseCooper Case (Group 14)                    |
| Thursday 4/3| Guest Speaker:                                                        | Tammie Pinkston, Accenture                                               |
| Tuesday 4/8| **Module VI: Continuous Change**                                      |                                                                           |
| Thursday 4/10| Guest Speaker:                                                       | Ken Thompson, Booz Allen Hamilton                                        |
| Tuesday 4/15| Text 437 - 458 and 474 - 482                                         | Northwest Airlines Case (Group 15)                                       |
| Thursday 4/17| Text 459 - 473, 483 - 492, 497 - 515                                 | Singapore Airlines Case (Group 16)                                       |
| Tuesday 4/22| **Module V pp. 416 - 436 & Module VI Assessment**                     |                                                                           |
| Thursday 4/24| Course Wrap-up and Evaluations                                       |                                                                           |

**OPTIONAL FINAL EXAM (Tuesday, 5/6 3:30pm - 6:30pm)** – The final exam will consist of reading and analyzing a Harvard Business School Case. If you wish to take this cumulative examination, you must let me know in writing by class time Thursday, 4/24/08. It will be weighted as 15% of your final course grade, and the other assignments will be weighted as noted above.