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Management (MGMT) 1540 Managing Organizational Change (.5 Unit) CSU
 [formerly Management 18]

Advisory: Eligibility for English 1000 and Reading 1005 strongly recommended

Total Hours: 8 hours lecture

Catalog Description: This course is designed to provide the student with an understanding of change and the influence it has on an organization and the individuals in that organization. Topics will include understanding organizational change, theoretical models of change, stages of change, and how to manage organizational change.

Type of Class/Course: Degree Credit

Text: Hiatt, Jeffrey M. and Timothy J. Creasey. *Change Management: The People Side of Change*. 2nd ed. Loveland: Prosci Learning Center, 2012. Print.

Additional Instructional Materials: None

Course Objectives:

By the end of the course, a student will be able to:

1. have familiarity with the rate of change in organizations today,
2. develop the skills necessary for managing change,
3. describe the appropriate way to communicate change,
4. compare and contrast the stages of change and how to effectively deal with each stage,
5. evaluate the symptoms of resistance to change and be able to effectively deal with that resistance, and
6. rate how open their organization is to change.

Course Scope, Content, and Student Learning Outcomes:

Unit I Foundation for Change

- A. Change
 1. Definition
 2. Why are we experiencing more change today than ever before?
 3. How does change make you feel?
 4. What is your attitude towards change?

Learning Outcomes	Assessment
Describe the impact of change on an organization	Discussion, observation, essay question

Unit II

Addressing Change

- A. Four Stages of Change
 - 1. Denial
 - 2. Resistance
 - 3. Exploration
 - 4. Commitment

- B. Resistance to Change
 - 1. Reasons for resistance
 - a. Politics and power strategies
 - b. Misunderstanding and lack of trust
 - c. Different assessments of the situation
 - d. Fear
 - e. To save face
 - f. Why do people resist change in your organization?
 - 1) Experiential learning activity
 - 2. Tactics for dealing with resistance
 - a. Education and communication
 - b. Participation
 - c. Facilitation and support
 - d. Negotiation
 - e. Co-optation
 - f. Manipulation
 - g. Coercion

- C. Paradigms
 - 1. Definition
 - 2. Old paradigms
 - 3. New paradigms
 - 4. What paradigms exist in your workplace?
 - 5. What seems impossible to do today in your workplace, but if you could do it, would fundamentally change the way you do business?
 - a. Experiential learning activity

- D. Communicating Change
 - 1. Tips for communicating change
 - 2. Steps to take when meeting with a group
 - 3. Avoid defensive communication
 - 4. Defensive vs. supportive climate
 - 5. How is change communicated in your organization?
 - a. Experiential learning activity

- E. How Open Is Your Organization to Change?

Identify ways to deal with resistance to change	Discussion, essay question/case study analysis
Describe tactics to deal with resistance to change	Discussion, essay question/case study analysis
Describe the need for change	Discussion, essay question/case study analysis
Explain how to communicate change to employees	Discussion, action plan

Learning Activities Required Outside of Class:

The students in this class will spend a minimum of 1 hour per week outside regular class time doing the following:

1. Analyze case studies
2. Obtain articles from outside publications
3. Critical Thinking Activities
 - a. Analyze case problems to determine facts, identify reasons, and apply concepts learned in decision making
 - b. Utilize problem solving techniques in dealing with organizational change

Methods of Instruction:

1. Lectures
2. Individual and group problem solving
3. Case analysis
4. Class demonstrations and presentations
5. Role playing and classroom simulations

Methods of Evaluation:

1. Oral and/or written case analysis
2. Oral and/or written action plan
3. Class participation