Instructor: Dr. Benjamin L. Blanco
Class: CI 122        MW 2:00-3:15 pm
Office Hours: By Appointment
Phone: 361-825-2490
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Required Materials:


Prerequisites: MGMT 3312 and junior standing or above.

Course description: An in-depth study of organization-wide interventions designed to improve the organization's ability to cope with change and manage continuous improvement. Emphasis is on developing processes to improve organization-wide health and effectiveness and on a systems approach to diagnosing and solving problems.

This course is designed and intended to promote an understanding of how managers can foster and encourage change and develop at several levels within the organization. The course emphasizes a systems approach and approaches organization change as a planned process. The course uses lecture, case analysis, class discussion, and experiential learning in an interactive format to promote understanding and learning.

A student who has completed this course will be able to:

1. Integrate previously studied material and apply organization change and development concepts to solve individual, group, and firm-level business problems.
2. Understand the critical role of the change agent in the organization change process and evaluate if an individual is the appropriate change agent.
3. Apply organization change and development principles at functional, business, corporate, and international levels.
4. Present ideas effectively both orally and in writing and as an individual and as part of a team.
Performance Evaluation and Grading:

Student performance will be evaluated based on three equally weighted exams. Letter grades will be awarded based on the percentage earned of total points possible as follows:

- A = 90% – 10%
- B = 80% – 89%
- C = 70% – 79%
- D = 60% – 69%
- F = 0% – 59%

Grading System:

- Quizzes: 200
- Homework/In-class assignments/Articles: 100
- Group: Presentation/Report
  - Group: 75
  - Individual: 75
- Attendance (15 points): (30)
- TOTAL POINTS: 450

Make-Up Exams: Make-up exam will be allowed only if the instructor is notified of the excused absence before the exam. Regardless of the excuse, any make-up exam must be taken NO LATER than 1 week after the student returns. Make-up exams and quizzes can ONLY be given when a student presents a verifiable, documented excuse for an absence. Any other reason, including work schedules, will not be accepted. I reserve the right to not let any student make up any exam, quiz, or class work. If an exam is not made-up, then the student will receive a grade of zero for that test or assignment.
Tentative Schedule:

Managing Organizational Change: A Multiple Perspectives Approach:

- Chapter 3  Why Organizations Change
- Chapter 4  What changes in Organizations
- Chapter 6  Resistance to Change
- Chapter 10  Strategies for Communicating Change
- Chapter 11  Skills for Communicating Change
- Chapter 12  Sustaining Change
- Chapter 9  Linking Vision and Change

Leading Change

The Eight-Stage Process:

1. Establishing a Sense of Urgency
2. Creating the Guiding Coalition
3. Developing a Vision and Strategy
4. Communicating the Change Vision
5. Empowering Employees for Broad-Based Action
6. Generating Short-Term Wins
7. Consolidating Gains and Producing More Change
8. Anchoring New Approaches in the Culture
**Cellphone Policy:** Instant messaging, text messaging, and telephone, during class is strictly prohibited. Each student has a responsibility to other students. When cell phones ring or students leave class to respond, it disrupts the class. Therefore, the professor prohibits the use by students of cell phones during scheduled classes. All such devices must be turned off, kept out of view, and not be taken out during class. Exceptions to this policy may be granted at the discretion of the instructor. Where emergency or employment situations require access to electronic communication services, arrangements may be made in advance with the instructor. In the event the student is caught using an electronic devise of any nature during class the student will be asked to leave the classroom and will receive a zero for that portion of the coursework. Use of electronic communication devices during examinations or other graded activities may constitute grounds for disciplinary action. Consequences for failing to comply may result in one or more of the following: verbal warning, written warning, a request to leave the class, and/or deduction in points for grades.

**Laptop Policy:** "Appropriate Classroom Laptop and PDA Use...Although having a laptop in class opens up new learning possibilities for students, sometimes students utilize it in ways that are inappropriate. Please refrain from instant messaging, e-mailing, surfing the Internet, playing games, writing papers, doing homework, etc. during class time. Acceptable uses include taking notes, following along with the instructor on PowerPoint, with demonstrations, and other whole class activities, as well as working on assigned in-class activities, projects, and discussions that require laptop use. All other uses are prohibited. It is easy for your laptop to become a distraction to you and to those around you. Inappropriate uses will be noted and may affect your final grade." If you are caught surfing the Internet without permission (or playing games) you will not be allowed to bring the laptop to class for the remainder of the course. As a courtesy to your instructor and your classmates, only use your laptop computer for classroom related activities during class.

**Grade Appeals:** As stated in University Rule 13.02.99.C2, Student Grade Appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Rule 13.02.99.C2, Student Grade Appeals and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at [http://www.tamucc.edu/provost/university_rules/index.html](http://www.tamucc.edu/provost/university_rules/index.html). For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.
Ethical Perspectives: Ethical issues will be discussed as appropriate throughout the course.

Global Perspectives: Increased globalization of retailers will be discussed as appropriate throughout the course.

Demographic Diversity Perspectives: Diversity will be discussed specifically in connection with market segmentation and human resource issues.

Political, Social, Legal, Regulatory and Environmental Perspectives: Social influences as they impact on retailers will be discussed throughout. Legal, regulatory and environmental issues are discussed in the context of FTC concerns, as well as other regulatory issues.

Attendance Policy: Attendance is mandatory. Students are held responsible for attendance. Instructor may drop student after three (3) absences.

Academic Integrity/Plagiarism: University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.)

Dropping a Class: I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with me before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. **April 12, 2013** is the last day to drop a class with an automatic grade of “W” this term.

Disabilities Accommodations: The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at 361-825-5816 in Driftwood 101.

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability services office for assistance at 361-825-5816.
Article Review

The purpose of article reviews is to bring the current application of compensation management principles to the course. There is much literature from which to select your articles; however, all articles must come from recognized publications, or the Internet. You may also use the Wall Street Journal and other publications such as Business Week, Inc., Fortune, Forbes and Entrepreneur. The Corpus Christi Caller Times will usually not be an acceptable source.

The summary is to have two distinct parts, and should follow the following format:

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Name of Author, “Title of Article,” Periodical, Date of Publication, pp. #’s.

Article Summary
Briefly summarize the article focusing on the main topics. This section highlights main ideas in the article; opinions are not given here.

Relevance to the Material
State how the article relates to the materials covered that week. State the specific concepts(s) and the specific chapter to which your article relates. You may state your opinions here, but it is not necessary.

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Each of the two parts has a point value of 5 points, for a total of 10 points.

Please use single space for the copy and double space between paragraphs.

Limit your summary to one typewritten page!!! No coversheet, please.

Attach a copy of the article to the summary.

Important note: You are expected to know the rules regarding plagiarism and to abide by them in every written assignment.
You are asked to rate the contribution of yourself and each of the other members in your group on the class project. This evaluation should take into account a number of factors such as a member’s willingness to accommodate the schedule of the other group members, attendance at group meetings, thoroughness of research, contribution of critical discussion and ideas and to what extent they did their share or more than their share of the work. Please give each group member a score from 0% to 100%. A score of 100% indicates an excellent contribution on the part of the group member. One person (who has performed exceptionally) in each group may receive a score about 100%. Each group member’s average percentage will be multiplied by the group project score to determine each group member’s project score. There is space provided for comments. Low and high percentages must be justified. This evaluation process is confidential.

Group Member 1
Score
Comments:

Group Member 2
Score
Comments:

Group Member 3
Score
Comments:

Group Member 4
Score
Comments:

Group Member 5
Score
Comments: