Southern Illinois University  
College of Business Administration  
MGMT 485-001: Organizational Change and Development  
Spring 2014 – T TH 11-12:15 WHAM 306

Instructor: Dr. Kay M. Nelson  
Office: Rehn Hall 212A  
Email: ikay@siu.edu – I live on email – use it  
Course Homepage - https://mycourses.siu.edu/  
Office Hours: T TH 12:20 -1:50, W 2-5 pm or by appointment  
Phone – Don’t call – I don’t do phone!

Required Texts:  
Burke, Organization Change: Theory and Practice (Foundations for Organizational Science series) [Paperback]  
Nickerson, (2010) Leading Change in a Web 2.1 World  

Prerequisite: 341, junior standing, business major or minor, or consent of department.

Grading:  

<table>
<thead>
<tr>
<th>Points for each</th>
<th>TOTAL POINTS</th>
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<tbody>
<tr>
<td>Class Participation</td>
<td>200</td>
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<tr>
<td>Two Exams (individual grade):</td>
<td>200</td>
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<tr>
<td>Essay and short answer/open note and open book</td>
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<tr>
<td>Change Casting Group Exercise</td>
<td>200</td>
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<tr>
<td>News (Individual 2)</td>
<td>50 each</td>
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<tr>
<td>Group Case Presentation</td>
<td>100</td>
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<td>Total</td>
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THERE IS AN OPTIONAL COMPREHENSIVE FINAL IN THIS CLASS WHICH CAN REPLACE THE LOWEST EXAM GRADE. MONDAY, MAY 5, 12:50 – 2:50 PM

Objectives of the Course. The course is designed to explore some of the models, processes and methods for intervening in organizations to develop their capability and to achieve change. We will explore the way that managers deal with conflicting demands and ways of balancing these demands. The Burke text provides classic models of organizational change management. Some of the materials covered in this text will be a review from prior behavioral or management courses. The Nickerson text provides a web-based method of stimulating change which we will
practice in class. The goal this course is to understand how difficult it is to change organizations, how to be a change agent, and how technology is speeding up the change process.

**Organization of the Class:** The class will be conducted as a seminar. Emphasis will be on student participation and hands on experience. The class meets one evening a week. Assigned readings and cases have been assigned from week 2 to through week 4. The first half of the session will be given over to the interactive presentation and discussion of the reading material. The second half will be given over to either continuation of the discussion, student presentations, group exercises, or preparation for the next week’s assignment.

**Preparation for class:** Read and reflect on the assigned materials before the scheduled class discussion. Each week builds on previous weeks. Since this class only meets once a week you will have substantial reading assigned each week. I use the Socratic teaching method in that I teach by asking questions, so be prepared to comment on the assigned reading. Try to put the readings in the context of your own job and educational experiences. Be critical of the theories presented and don not be afraid to question the text. I encourage critical thinking.

**Attendance.** Be there and be there on time – period.

**Student Expectations:**

1. It is the student’s responsibility to ask any questions or voice concerns/questions/doubts about assigned readings/materials presented in lecture, text, or during class.
   - Since this is a seminar based course, PARTICIPATION IS EXPECTED.
   - I reserve the right to add/subtract points from total grade based on class participation

2. **Students are expected to be ON TIME.** Your classmate’s presentations will start at the beginning of class and it is rude to interrupt their presentation for showing up late. **If you are late you will apologize to the entire class and it will reflect in your class participation grade.** If you know you must be late or leave early I need advance notice in writing and expect you to sit near a door so you can quietly enter or exit.

3. No electronics are allowed in class except computers NOT connected to the web for note taking purposes. **Cell phones will be turned off and put away in backpacks or other places.** If a cell phone rings in class I will answer it and from that day forward I will collect all electronic devices prior to class and return them at the end of class. If you are in an emergency situation where you know a call or text will may come in (such as impending birth etc.) let me know in writing and place your phone on the desk next to you on vibrate, sit up front by the door, and if it does ring leave the room to answer it.

4. No makeups. No late assignments: An occasional exception may be made for makeups or extended deadlines. This is under extenuating circumstances and I must be notified in advance. If it is a medical emergency and you cannot contact me in advance please be able to provide proof

5. Excused Absences must be accompanied by a note or proof of why you were absent (ex. Doctor’s note; director of athletics or coach note) otherwise it will be marked as unexcused. If you are a member of a team at SIU and scheduled to be away you must make arrangements with me in advance to makeup the assignments/exams.
6. Weather: If SIU has a snow day we will push that day’s assignment to the following week. If you are scheduled to present on a snow day, please be prepared to present the following week along with what was scheduled for that date. If the forecast is for bad weather leave early to make it to class on time. Your safety is my first concern. The schedule is a living document and subject to change at any time. Check Desire 2 Learn (D2L) every day for updates.

7. Desire 2 Learn: You must have D2L access. Please check BB daily for announcements and grade updates. You are ultimately responsible to keep track of your information and updates or changes regarding class. Weather notices will be posted on D2L.

8. You are expected to adhere to the student conduct code. Be respectful to the professor and other students. I will penalize total points in the course for disrespectful behavior.
   - http://policies.siuc.edu/policies/behavior.html
   - http://policies.siuc.edu/policies/conduct.html

9. Academic Policies: I assume that seniors do not even think about cheating. The only person you are cheating is yourself because you will fail in life - period. Be aware that I do not tolerate nonsense and have put students through the student disciplinary process for violating SIU student policy. I can keep you from graduating. Also be aware of the university plagiarism policy. Just reference anything you use from an external source. For a definition and examples of plagiarism, please visit the following web site: http://www.suite101.com/content/a-definition-for-plagiarism-a10232

10. Group Work: Much of your class grade will be based on group presentations and a final group project. If you have an issue with a group member or need to be transferred to a different group please let me know ASAP. When early issues are addressed; the smoother your semester will go. Please notify me of group members who are NOT pulling their weight
   - If you are recognized as a “social loafer” or disruptive team member you will be required to finish any work on an individual basis. That means all papers/projects left in the semester will be completed on your own. You will be required to do the same amount of work as a team and present on your own.
   - You will be penalized a full letter grade for projects when you don’t carry your weight on a team. Meaning you will not get the same grade as your group members. Anonymous peer review forms will be used to evaluate participation.

11. Accommodations for Students with Disabilities: As a Full Professor in this department, I am committed to providing reasonable accommodation to students with disabilities. Any student who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact me personally as soon as possible (Within the first week of class) so we can discuss accommodations necessary to ensure full participation and facilitate your educational opportunities. You should also contact Disability Support Services as soon as possible.

Extra Credit: There may be several optional opportunities to participate in extra credit but do NOT expect extra credit. Any extra credit points will be added to your TOTAL GRADE at the end of the semester. For example: If you have 300 points at the end of the semester and 20 points extra credit you will based your grade on 320 points.
IMPORTANT DATES
Spring Semester Begins: 01/13/2014
Last day to add a class: (without instructor permission): 01/24/2014
Last day to withdraw completely and receive a 100% refund: 01/26/2014
Last day to drop a course using SakliaNet: 03/21/2014
Last day to file student application for name to appear in fall<br>
Graduation diploma: 03/28/2014
Final examination: 05/5-9/2014

Note: For outreach, internet, and short course drop/add dates, visit Registrar’s Academic Webpage at registrar.siu.edu

SPRING SEMESTER HOLIDAYS
Martin Luther King, Jr.’s Birthday 01/20/2014
Spring Vacation 03/08-03/16/2014

WITHDRAWAL POLICY – Undergraduate only
Students who officially register for a session may not withdraw merely by the stopping of attendance. An official withdrawal form needs to be initiated by the student and processed by the University. For the proper procedures to follow when dropping courses and when withdrawing from the University, please visit http://registrar.siu.edu/pdf/students withdrawal1114.pdf

INCOMPLETE POLICY – Undergraduate only
An INC is assigned when, for reasons beyond their control, students engaged in passing work are unable to complete all class assignments. An INC must be changed to a completed grade within one semester following the term in which the course was taken, or graduation, whichever occurs first. Should the student fail to complete the course within the time period designated, that is, by no later than the end of the semester following the term in which the course was taken, or graduation, whichever occurs first, the incomplete will be converted to a grade of F and the grade will be computed in the student’s grade point average. For more information please visit: http://registrar.siu.edu/grades/incomplete.html

REPEAT POLICY
An undergraduate student may, for the purpose of raising a grade, enroll in a course for credit no more than two times (two total enrollments) unless otherwise noted in the course description. For students receiving a letter grade of A, B, C, or D, the course repetition must occur at Southern Illinois University Carbondale. Only the most recent (last) grade will be calculated in the overall GPA and course toward honors earned. See full policy at http://registrar.siu.edu/pdf/gradcanceld1114.pdf

GRADUATE POLICIES
Graduate policies often vary from Undergraduate policies. To view the applicable policies for graduate students, please visit http://gradschool.siu.edu/about-us/grad-catalog/index.html

DISABILITY POLICY
Disability Support Services provides the required academic and programmatic support services to students with permanent and temporary disabilities. DSS provides centralized coordination and referral services. To utilize DSS services, students must come to the DSS to open cases. The process involves interviews, reviews of student-supplied documentation, and completion of Disability Accommodation Agreements. http://disabilityservices.siu.edu

STUDENT CONDUCT CODE
http://policies.siu.edu/pshr/policies/chapter/conduct.html

SALUKI CARES
The purpose of Saluki Cares is to develop, facilitate and coordinate a university-wide program of care and support for students in any type of distress—physical, emotional, financial, or personal. By working closely with faculty, staff, students and their families, SIU will continue to display a culture of care and demonstrate to our students and their families that they are an important part of the community. For information on Saluki Cares: (618) 453-5714, or siucares@siu.edu, http://salukicare.siu.edu/index.html

EMERGENCY PROCEDURES
Southern Illinois University Carbondale is committed to providing a safe and healthy environment for study and work. We ask that you become familiar with the SIU Emergency Response Plan and Building Emergency Response Team (BERT) programs. Emergency response information is available on posters in buildings on campus, available on BERT’s website at www.bert.siu.edu, Department of Safety’s website at www.dps.siu.edu (disaster drop down) and the Emergency Response Guidelines pamphlet. Instructors will provide guidance and direction to students in the classroom in the event of an emergency affecting your location. It is important that you follow your instructor and stay with your instruction during an evacuation or sheltering emergency.

INCLUSIVE EXCELLENCE
SIU contains people from all walks of life, from many different cultures and sub-cultures, and representing all races, nationalities, ethnicities, lifestyles, and affiliations. Learning about and working with people who differ is an important part of education as well as an essential preparation for any career. For more information please visit: http://www.inclusiveexcellence.siu.edu/

MORRIS LIBRARY HOURS
http://www.lib.siu.edu/about

LEARNING AND SUPPORT SERVICES
Help is within reach. Learning support services offers free tutoring on campus and math labs. To find more information please visit the Center for Learning and Support Services website:
Tutoring: http://tutoring.siu.edu/
Math Labs http://tutoring.siu.edu/math tutoring/index.html
WRITING CENTER
The Writing Center offers free tutoring services to all SIU students and faculty. To find a Center or Schedule an appointment please visit: http://write.siu.edu

AFFIRMATIVE ACTION & EQUAL OPPORTUNITY
Our office’s main focus is to ensure that the university complies with federal and state equity policies and handles reporting and investigating of discrimination cases. For more information visit: http://diversity.siu.edu/

Additional Resources Available:
SALUKINET: http://salukinet.siu.edu/cstudent/displaylogin
ADVISEMENT: http://advisement.siu.edu/
PROVOST & VICE CHANCELLOR: http://pvcaa.siu.edu/
SIU ONLINE: http://onlinet.siu.edu/

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