



Organizational Leadership & Change

BUS 790 — Spring 2019

Section 241: Tuesday — 6:00pm – 9:10pm — UWO Appleton Executive Education Center

Class Dates: April 2, 9, 16, 23, 30; May 7, 14

Instructor Information

Instructor: Andrew Soderberg
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Office Hours: By appointment

Required Texts

On Leadership, Harvard Business Review Press, 2011 (HBR's 10 Must Reads Series). ISBN: 978-1-4221-5797-8

On Change Management, Harvard Business Review Press, 2011 (HBR's 10 Must Reads Series). ISBN: 978-1-4221-5800-5

Course Description

This course explores leadership and change within organizational settings. Concepts, theories, skills and applications are addressed in the areas of leadership, motivation, types of change, and the process of change. Leadership and change management are applied in diagnosing and solving problems related to change at all levels (individual, team and organization). Organizational features such as strategy, structure, processes, technology, and culture are treated as targets of changes and as contingency factors for other types of change.

Course and Program Objectives

This course is designed to help students achieve the following College of Business Learning Goals for the MBA¹:

¹ The approved learning objectives for the UW Oshkosh MBA Program are on the last page of this syllabus.

Leading Organizations

- Evaluate technical, human and cultural factors contributing to an organization's readiness for significant change, and for success or failure of previous or current change processes
- Establish strategies for change and approaches to inspire others to achieve those goals
- Understand one's own strengths and weaknesses as a change leader so that strengths can be leveraged and weaknesses mitigated

Managing Organizational Strategy

- Develop change process and strategy to achieve organizational objectives
- Adapt strategy, objectives, and operations to changing opportunities
- Create organizational change vision, mission, and objectives by creating dialogue among stakeholders and incorporating diverse perspectives and objectives

Solving Organizational Problems

- Recognize various internal and external forces precipitating organizational change
- Identify available and necessary resources, and create and evaluate multiple potential implementation strategies for utilizing these resources to facilitate change

Communicating Organizational Issues

- Communicate the need for organizational change and a vision for change in a focused and well-organized manner for the purpose of engaging stakeholders

Managing Organizational Resources

- Develop a systems perspective of the organization, how areas of functional expertise contribute to organizational change, and identify the ways in which organizational behavior, structure and culture contribute to successful organizational change

General Policies & Information

Students with Disabilities

- It is the policy and practice of UW Oshkosh to create inclusive learning environments. If there are aspects of the instruction or design of this course that result in barriers to your inclusion, please notify me as soon as possible. You are also welcome to contact the Accessibility Center at 920-424-3100 or dean1@uwosh.edu. For more information, visit the Accessibility Center website at <http://www.uwosh.edu/deanofstudents/Accessibility-Center>.

Academic Misconduct

- As a UW Oshkosh student, it is your responsibility to be informed about what constitutes academic misconduct, how to avoid it and what happens if you decide to engage in it. Examples of academic misconduct include (but are not limited to):
 - Plagiarism (turning in work of another person and not giving them credit)
 - Stealing an exam or course materials
 - Copying another student's homework, paper, exam

- Cheating on an exam (copying from another student, turning in an exam for re-grading after making changes, working on an exam after the designated time allowance)
- Falsifying academic documents

Please refer to UWS Chapter 14 (University of Wisconsin Student Academic Disciplinary Procedures) for information on academic misconduct (see website at <http://www.uwosh.edu/deanofstudents/university-policies-procedures/academic-misconduct>). Pay particular attention to UWS 14.03 (definition of academic misconduct) and UWS 14.04 (disciplinary sanctions). Please note that all incidents of academic dishonesty will be reported to the appropriate university authorities.

It is not acceptable for two or more students to work together and turn in the same work unless the assignment is specifically a group assignment. In the case of a group assignment, groups are treated as a unit and the sharing of work between groups is not permitted. Plagiarism is defined as the use of another's work without attribution. It is acceptable to use a published solution to a particular problem if the solution's source is documented. If you are using material from a published source or an organization's internal documents, that source must be documented or referenced. If proprietary materials are utilized, appropriate permissions must be obtained.

Attendance & Late/Makeup Work

- You are expected to attend and be on time to each class period. It is not the normal practice in this course to give makeup work. Missing discussion and assignments will result in a grade of zero points for the missed activity. Exceptions may be made, in accordance with UW Oshkosh policies and/or at the discretion of the instructor, if official and legitimate documentation is provided for situations such as the death of an immediate family member, medical care for pregnancy or a serious illness, participation in university-sanctioned events, religious beliefs, or government service (e.g., court appearance, jury or military duty).

Repeating / Dropping Courses – Financial Aid Impact

- Dropping a class after the 10th day and repeating courses can have a negative impact on your eligibility for financial aid. Students need to maintain Satisfactory Academic Progress (SAP) to be eligible to receive aid. Details about this federal policy can be found at this link: <http://financialaid.uwosh.edu/faqs-sap/>.

Course Requirements and Activities

Requirements for this course include the following and will be evaluated as follows:

Activity	Points
Organization Change Analysis Paper	200
Personal Leadership Philosophy Paper	100
Personal Leadership Philosophy Presentation	100
Class Participation (both in class and out of class activities and discussions)	200
Total	600

Grading

- The grading scale for this class is as follows:

A	= 93 - 100%	A-	= 90 - 92.99%	B+	= 87 - 89.99%
B	= 83 - 86.99%	B-	= 80 - 82.99%	C+	= 77 - 79.99%
C	= 73 - 76.99%	F	= < 73%		

Organization Change Analysis Paper

- Using your current organization (or one with which you have access to key leaders) construct an organizational analysis of a strategic change process (past, current, or future) based on the factors summarized in the readings, especially Kotter's article on "Leading Change."
- This analysis should be based on non-confidential organizational information and on at least three (3) diagnostic **interviews** with relevant leaders.
- Outline of the paper
 - Present a summary of your analysis using a chart template similar to Kotter (~2 pages)
 - Use **specific models, theories, concepts, and terminology** learned from the course readings, notes, activities, and discussions to present your analysis of the processes and actions you have observed (past and/or current), or that are planned to occur in the future
 - Develop a list of specific recommendations, which if implemented, would contribute to enhancing or improving the change
 - Back up your analysis and recommendations with specific references and clearly state the contingencies and limitations affecting them
- Should be typed and double-spaced using Times New Roman 12-point font with 1" margins on all sides; should not exceed eight (8) total pages. This paper is due (uploaded to D2L dropbox) by 11:59pm Tuesday, May 7, 2019.

Personal Leadership Philosophy

- ***Paper***

- Using the language of the course, provide a formal written summary of your personal leadership philosophy. This should include at least the following elements:
 - How you view yourself as a leader
 - Your leadership strengths
 - Your leadership weaknesses
 - Your beliefs about the importance of leadership
- Should be typed and double-spaced using Times New Roman 12-point font with 1" margins on all sides; no page minimum/maximum, but you must demonstrate a significant amount of thought and effort (i.e., one page is not enough). This paper is due (uploaded to D2L dropbox) by 11:59pm Tuesday, May 14, 2019.

- ***Presentation***

- Here you are the leader who is responsible for introducing some sort of change in your organization (**hint**: you can present on the same change that you analyzed in your change paper assignment if desired). Prepare and deliver a presentation in which you will be introducing this change to your subordinates (the group for which you are a change leader), who in this case will be the class. Make sure to address the following key elements:
 - Change vision (to give us context)
 - Brief overview of the change you want to implement
 - What can we (your subordinates) expect from you? (reflecting key aspects of your personal leadership philosophy)
 - What do you expect of us (your subordinates)? (reflecting key aspects of your personal leadership philosophy)
- This presentation will be given in class on Tuesday, May 14, 2019. Both class members and the instructor will provide feedback on the presentation.

Class Participation

- As graduate students and working adult learners, you are an important resource for each other's learning. Not being present or a contributor during in-class or online discussions and/or not participating in activities, assignments, etc. are all a drain on the learning value of your investment and that of others. It is expected that you are completing the assigned readings, contributing actively and thoughtfully, **reading the posts of others**, being respectful of others' contributions, etc. Your participation will be evaluated based on the following criteria:
 - **Presence**—Your attendance and activity in class and online is regular and punctual
 - **Preparation**—You have completed the assigned readings and other activities on time

- You will be expected to provide a self-assessment of your reading preparation for each class period in which there is a reading assignment.
- **Participation**—You contribute thoughtfully, are curious about and respectful of the contributions of others, you give your best effort to class activities, discussions, exercises, etc.
 - **D2L Discussion Participation** – I don’t like discussion boards that use the total number of posts as a measure of engagement...these discussions too easily tend to degrade into a lot of chitchat with very little substance (“I agree!”). I don’t mind the short and quick responses back and forth since sometimes those are meaningful to those participating in them, but in thinking about **substantive** comments, my preference is for fewer posts per person, but with more thoughtful and relevant content, and on a more predictable schedule. Although I will not put a word or line minimum on substantive comments, a sentence or two is usually not enough. Be sure to put enough thought and effort into your posts to make them meaningful. Examples from your own experience are great, current events can often be interesting...I think you get the idea. Although you can engage in as much of the “other” discussion as you want, here is what is expected as a minimum regarding the more substantive comments:
 - **Monday-Tuesday** – Post a **substantial** response to the discussion topic.
 - **Wednesday-Thursday** – Post a **substantial** response to someone else’s original post. This may include an elaboration, a counter example, etc. You are welcome to respond to as many other posts as you would like, but only one is required.
 - **Friday/Weekend** – Feel free to respond to any response(s) to your first post, but this is not necessary.

One Final Point – You should be reading the posts of others (this can be tracked). If you post a subject or material that is very similar to what has already been posted, reference the earlier post. Otherwise, I will wonder if you are paying any attention to the work of others. Make sure that you are reading each other’s posts, as these discussions are only valuable if people are actually paying attention to them.

Course Outline

****Note that the schedule below is subject to change.****

Date	Topic	Reading	Activities
Week 1 4/2/2019	What is leadership? Links between strategic change and leadership	<u>On Leadership</u> p. 23-36: Drucker p. 37-56: Kotter <u>On Change</u> p. 1-16: Kotter	Introductions: Course, Instructor, Students Come to class having already read this day's assigned reading
Week 2 4/9/2019	Perspectives on leading change	<u>On Change</u> p. 79-98: Kim & Mauborgne p. 99-118: Heifetz & Linsky p. 177-198: Beer, Eisenstat, & Spector	In-class discussion and/or exercise
Week 3 4/16/2019	Processes and tools for leading change	<u>On Change</u> p. 17-34: Garvin & Roberto p. 59-78: Meyerson p. 137-154: Beer & Nohria	In-class discussion and/or exercise
Week 4 4/23/2019	Change leadership and followership	<u>On Change</u> p. 119-136: Kegan & Lahey; p. 155-176: Sirkin, Keenan, & Jackson	In-class discussion and/or exercise
Week 5 4/30/2019	You as change leader	<u>On Leadership</u> p. 1-22: Goleman p. 97-114: Bennis & Thomas p. 115-136: Collins	In-class discussion and/or exercise
Week 6 5/7/2019	You as change leader	<u>On Leadership</u> p.79-96: Goffee & Jones p. 163-178: George, Sims, McLean & Mayer	Change Analysis paper due
Week 7 5/14/2019	You as change leader	<u>On Leadership</u> p. 137-162: Rooke & Torbert p. 179-196: Ancona, Malone, Orlikowski, & Senge	Personal Leadership Philosophy presentation & paper due

MBA Program Learning Goals and Behavioral Objectives

	In the category of	Graduates will possess the skills necessary to	And be able to
1	Leading organizations	Establish organizational goals and develop approaches for achieving those goals through socially responsible and ethical decisions in a variety of contexts.	<ul style="list-style-type: none"> • Evaluate strategic organizational contexts (for example, managing innovation, managing talent and succession planning, managing in a crisis) and establish corresponding action plans • Describe a culture that inspires socially responsible and ethical individual and organizational behavior and develop methods to motivate goal achievement • Identify different influence tactics and evaluate their applicability to a given setting
2	Managing organizational strategy	Develop, manage, and execute strategy to achieve organizational objectives	<ul style="list-style-type: none"> • Critique, assess, and/or develop the organizational vision, mission, and objectives (i.e., the strategic plan), with attention to relationship building among stakeholders and managing diverse perspectives and objectives • Identify performance measures to assess progress toward achieving strategic objectives • Allocate resources to strategic initiatives necessary to close gaps between current and desired strategic outcomes • Adapt strategy, objectives, and operations to changing opportunities.
3	Solving organizational problems	Make effective resource allocation decisions to solve complex problems	<ul style="list-style-type: none"> • Describe, clearly and succinctly, an organizational problem and the desired outcome of problem-solving activity • Apply appropriate quantitative analysis as evidence of the existence of a problem • Select and implement appropriate decision-making techniques for a given problem • Develop and evaluate alternative courses of action to resolve the problem • Select preferred course of action and define implementation plan
4	Communicating organizational issues	Communicate complex business issues in a precise and succinct manner for the purpose of informing, persuading and/or engaging the communication recipient	<ul style="list-style-type: none"> • Present information in a focused and well-organized manner suited to the intended audience • Develop persuasive, defensible arguments in support of a managerial position
5	Managing organizational resources	Develop and work within a systems view of the organization and its areas of functional expertise	<p>Describe the ways in which the following contribute to organizational success</p> <ul style="list-style-type: none"> • Cost management • Financial management • Financial reporting • Human resources management • Information systems • Organizational behavior • Marketing • Supply chain and operations management

Revisions approved by COB Faculty on May 4, 2017