

**MNGT 7150
Fall 2014
Course Syllabus**

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Office Hours: 9:00 – 10:00 AM M & W or by appointment
Class time: 12:30 – 1:45 PM T & TH
Classroom: Lowder 126

Course title, prerequisites, and catalog description:

Managing Organizational Change (5). Pr., MNGT 3100 or equivalent and for non-business students, consent of instructor. *This course prepares the student for the study and application of change management in business organizations.*

Purpose of the course:

To develop and enhance change management skills through the study and application of organizational behavior theory.

Course objectives:

1. Enhance analytical skills.
2. Enhance creativity.
3. Enhance one's ability to persuade.
4. Understand the complexities involved in managing change.
5. Apply organizational behavior theory to case analysis.
6. Generalize classroom experiences to work settings.

General course design:

Each student will be expected to prepare for class and to actively participate in a discussion about the assigned readings and cases/incidents. Students are expected to integrate experiences and content from other courses in preparing for each class. Thus, the assigned readings are the minimal material required. Students are expected to supplement assigned material. Each class will integrate videos [V], readings [R], incidents [I], and cases [C]. For each class students are expected to be adequately prepared to lead a class discussion of the assigned material.

Course material:

1. Class materials (i.e., PDFs) will be posted on Canvas or will be sent to you directly.
2. PowerPoint slides are available from Blackboard or will be sent to you directly
3. A subscription to magazine/journal/newspaper of your choice.

Grade components:

All materials will be graded using a ten (10) point grade scale. Students' grades will be determined as follows:

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| 1. Exam #1 | 33 1/3% |
| 2. Exam #2 | 33 1/3% |
| 3. Exam #3 | 33 1/3% |
| Total | 100% |

Written Material:

Cases/incidents: All cases/incidents [A/C; A/I] listed on the syllabus are to be analyzed, but not turned in.

Cases will be used to demonstrate course concepts. Analytical cases [A/C] and incidents [A/I] should be prepared in a format that will include four segments:

- I. Problem Symptom
- II. Problem Cause
- III. Alternatives
- IV. Recommendation

Exams: The exams administered in the course will be essay/short answer requiring application of concepts. Anyone missing a scheduled exam must provide a written excuse.

| Fall 2014 Course Schedule | |
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| 8/19 | 01 Introduction |
| 8/21 | 02 Organizational Change R: Keller & Price (2011, <i>McKQ</i>) R: Vermuelen, Puranam, & Gulati (2010, <i>HBR</i>) R: Meaney & Pung (2008, <i>McK Q</i>) R: Keller, Meaney, & Pung (2010, <i>McK Q</i>) |
| 8/26 | 03 The Diagnostic Process I R: Armenakis, Mossholder, & Harris (1990, <i>Omega</i>) |
| 8/28 | 04 The Diagnostic Process II R: Groopman (2008, <i>HBR</i>) R: Lovallo & Sibony (2010, <i>McK Q</i>) R: Webb (2008, <i>McKQ</i>) <i>The Black Swan</i> R: Kramer, (2002, <i>HBR</i>) |
| 9/2 & 9/4 | 05 The Diagnostic Process III A/C: Beers (1996, <i>HBR</i>) <i>The Strategy that Wouldn't Travel</i> |
| 9/19 | 06 Diagnostic Models R: Armenakis & Burdgd (1988) <i>Commercial Fertilizer (A) & (B)</i> ; R: Armenakis & Burdgd (1986, <i>LRP</i>) <i>Planning for Growth</i> |
| 9/11 | 07 Diagnostic Methods I R: Armenakis & Feild (1987, <i>Consultation</i>) |
| 9/16 | 08 Diagnostic Methods II R: Moates et al. (2005) |
| 9/18 | 09 Diagnostic Methods III R: Gregory et al. (2007) |
| 9/23 | Exam # 1 |
| 9/25 | 10 Case Analysis: The Role of Organizational Culture R: Marks & Mirvis, (2000, <i>Org. Dynamics</i>) A/C: <i>When Consultants and Clients Clash</i> |
| 9/30 &10/2 | 11 Downsizing and Other Managerial Responses R: Day et al., (2012, <i>JCM</i>) R: Morris, Cascio, & Young (1999, <i>Org Dynamics</i>) R: Maertz et al. (2010, <i>IR</i>) R: Cascio, <i>Responsible Restructuring</i> |
| 10/7 & 10/9 | 12 Introduction to Organizational Change R: <i>Quality Circle Consequence</i> V: <i>Managing People Through Change</i> |
| 10/14 & 10/21 | 13 Creating Readiness for Organizational Change R: Armenakis, Harris, & Mossholder (1993, <i>HR</i>). <i>Creating readiness for org change</i> R: Armenakis & Harris (2002, <i>JOCM</i>). <i>Crafting ...</i> V: <i>Global Awareness Program; New Structure Speech;</i> A/I: <i>Mosley Aircraft</i> |
| 10/23 | Exam # 2 |
| 10/28 & 10/30 | 14 Change Recipient Attributes V: <i>Negotiating Corporate Change</i> A/I: <i>Unexpected Resistance</i> |
| 11/4 &11/6 | 15 Change Agent Attributes V: <i>Credibility</i> A/C: <i>A Question of Character</i> Commentary: <i>Glamour-A-Go-Go</i> |
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| 11/11 | 16 Local Change Agents R: Gardini, Giuliani, & Marricchi (2011, <i>McK Q</i>) R: Huy (2001, <i>HBR</i>) R: Battilana & Casciaro (2013, <i>HBR</i>) |
| 11/13 & 11/18 | 17 Institutionalizing Change R: Armenakis, Harris & Feild (1999) |
| 11/20 | 18 Assessment R: Armenakis et al., (2007) |
| 11/24 – 11/28 | Thanksgiving holidays |
| 12/2 | 19 Culture Analysis & Change R: Armenakis & Lang (2014, <i>JCM</i>) |
| 12/4 | 20 Integrating Case R: Charan (2006, <i>HBR</i>) |
| 12/9 | Exam #3 12:00 noon – 2:30 PM |