

BA4226 MANAGING ORGANIZATIONAL CHANGE  
Tuesday-Thursday, 9.00-10.15, G109

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<b>Office Hours:</b>	Tuesday, 9.00-11.00 or by appointment
<b>Course Web Page:</b>	<a href="https://odtuclass.metu.edu.tr">https://odtuclass.metu.edu.tr</a>
<b>Course Description:</b>	
This course examines organizational change theories and their implications in organizational practice. Specific questions addressed in this course are why and how organizations change and what changes in organizations, how we can understand the need for organizational change, and how we can promote and sustain organizational change.	
<b>Relevance:</b>	
Organizational change is critical in today's complex and dynamic business environment. Organizations should be able to plan ahead for and respond to minor and major changes to survive and thrive. Managers need to understand whether environmental and organizational conditions are ripe for change. Depending on the specific change type needed, they should be able to develop specific strategies and tactics, using organizational resources. This is one of the most challenging processes for managers. Thus, students as would-be managers need to develop at least a basic understanding of organizational change.	
<b>Course Student Learning Objectives: (CSLOs)</b>	
At the end of the course, students will have acquired the knowledge of change concepts and practices based in different paradigms and have improved their teamwork skills through interactive learning. Upon completion of the course, students will be able to	
<ol style="list-style-type: none"><li>1. understand different organizational change paradigms and their implications.</li><li>2. explain reasons, sources, and types of organizational change.</li><li>3. link organizational vision and change.</li><li>4. define change communication.</li><li>5. discuss resistance in organizational change.</li><li>6. comprehend change implementation.</li><li>7. learn ways to sustain change.</li><li>8. appreciate the skills of the change manager.</li><li>9. show improved teamwork skills developed through group work.</li></ol>	
<b>Learning and Teaching Methods:</b>	
This course will use lectures, case studies, group reports, discussions, and written exams and quizzes.	
<b>Required Reading:</b>	
Palmer, I., Dunford, R., and Buchanan, D. A. 2017. <i>Managing Organizational Change: A Multiple Perspectives Approach</i> (3rd edition). New York, NY: McGraw-Hill.	
<b>Assessment and Grading:</b>	
Grades and notes are not subject to change unless miscalculated. <b><u>There will be no additional individual study for raising a student's grade.</u></b> No individual request for such a study will be accepted. No non-academic criteria will be applied for grading. The percentages to apply to the coursework are seen in the following table.	

Form of Assessment	Contribution %	Size of the assessment	CSLOs covered by the assessment	Feedback Method
Midterm 1	25	Multiple-choice, 50 minutes	1-2-3	Written and oral
Midterm 2	25	Multiple-choice, 50 minutes	4-5-6-7-8	Written and oral
Project reports and discussions	15	Group- and self-study, discussion, 8+ hours	1-2-3-4-5-6-7-8-9	Written and oral
Lecture participation	15	Discussion, class time	1-2-3-4-5-6-7-8-9	Oral
Case participation	15	Discussion, class time	1-2-3-4-5-6-7-8-9	Oral
Quizzes	5	Short question-answer, 2-3 minutes	1-2-3-4-5-6-7-8	Written and oral
<b>Total</b>	<b>100</b>			

### Course Policies:

#### Midterms and make-up policy

Midterm exams will measure students' degree of knowledge of the conceptual material. There will be two midterms. Midterms will be composed of multiple-choice questions. Students may write a make-up exam if they apply to the instructor within one week, at the latest, after the date of the exam unattended with a legitimate, documented, excuse. **Make-up exams will be essay type.**

#### Project reports

In a group of students (group size depending on class size), students are required to study two different organizations that went or has been going through a change process. **The first organization is METU.** Due to the global pandemic, most universities had to continue education online. Online education was not new for METU and was already applied in several courses; but the scale was unprecedented during the pandemic. The majority of courses were taught online. Hence, this was a major change from conventional to online education. Students should think about the changing practices in education, consider daily routines before and after the change, and take notes of their and other students' experiences and observations on the change. They should consider those notes as a case of the change from conventional to online education at METU. In the first report, they should briefly describe this change process in **1 page at most (double-spaced)** and interpret the process or case by using **ONLY** the powerpoint slides of chapters 1-2-3-4-5-6 in **4 pages at most (double-spaced)**.

The second organization must be one that allows students to talk to its managers or employees in person. For this organization, **one or two interviews are required and the project report should not simply be based on some organizational documents or websites.** In the second report, students should briefly describe the organization and change process in **1 page at most (double-spaced)** and interpret the process by using **ONLY** the powerpoint slides of chapters 7-8-9-10-11-12 in **4 pages at most (double-spaced)**. In an appendix, **the study must also provide information about interviews** such as how long they take, when they are conducted, what positions interviewees occupy etc. while keeping identities confidential.

**In both project reports, please explicitly relate your thoughts, experiences, and observations (for METU) and findings (for the second organization) to the conceptual material.** Analyze the change process at METU and the second organization as we analyze cases in class. In the analysis part (4 pages), **do not simply describe the change process without models/concepts.** In other words, support and justify your points in the analysis with experiences and observations in the first report and with your findings in the second report. **Do not use the models/concepts not mentioned in the powerpoint slides.** Also do as much analysis as possible; **use as many models/concepts as possible and keep the number of examples or explanations for each concept to a few sentences only.**

**The first report is to be submitted before MONTH, DAY** when students will discuss the METU's response to the pandemic. **The second report is to be submitted before MONTH, DAY** when students will discuss their findings on the second organization. Each report will be at most 5 pages (excluding cover page, references, and appendix) to be typed on a word processor, double-spaced, and in 12-point Times New Roman font, with the name, surname, and student number of group members and report name on the cover page. References should be provided in an appropriate format if used (AOM or APA style). All page margins should be set to 1 inch (or 2.5 cm). For each report, **there will be 1 point penalty for each day of late submission.**

All group members should be involved in the group work with original contribution. **Using AI like ChatGPT is considered as cheating.** The members will get the group mark if they all agree that all members put at least fair amount of effort, **with their own original contribution,** into the group work. In order to determine that the members put enough honest effort, **after the submission of the second report,** all members are required to fill in a peer evaluation form, which includes the following options:

4: The contribution of group member to the group work is above average.

3: The contribution of group member to the group work is fair.

2: The contribution of group member to the group work is below average.

1: The contribution of group member to the group work is almost nonexistent.

**Accordingly, if a member's average is between 1.5 and 2.5 (close to below average), s/he will lose 5 points subtracted from the total group mark. If a member's average is below 1.5 (close to almost nonexistent), s/he will lose 10 points subtracted from the total group mark.**

### **Lecture participation**

It is important that students read the assigned chapter and listen to the recorded lecture on the chapter available at oduclass. **In the participation session in class, there will be no lecture; students are required to listen to the lecture before the session.** This is to prepare for the participation session, in which the instructor will guide a discussion on a number of questions and possibly relevant short cases provided by the instructor before or during the session. In the session, students will share their answers with the instructor and other students and discuss the points raised by others. They will form groups to further develop their ideas and submit a written group answer. **If a group includes the name of an absent student on the answer sheet, group members will lose their all participation marks and the instructor will consider forwarding the case to the attention of the disciplinary committee.** Students can also ask questions and provide comments on the chapter for additional explanation or clarification or discussion. They can share relevant personal experiences by applying the concepts in the chapter. Students should always justify their answers and comments with relevant examples or rational arguments. **There is no make-up for this group activity.**

### **Case participation**

Each week in class, students in groups are required to analyze a case related to the assigned chapter by using the concepts in the chapter and participate in a discussion guided by the instructor. Case participation, different from lecture participation, will be separately evaluated. **Case groups must be composed of 2 students. There is no make-up for this group activity.**

### **Quizzes**

Quizzes will complement midterms to measure students' conceptual knowledge as well as participation. They will cover the material in the assigned chapter. Note that **quizzes are an exam;** side conversations during quizzes, not stopping writing when instructed, or any other attempt to cheat will not be tolerated, **resulting in a zero mark without warning.** **There will be no make-up for quizzes.**

### **Student disabilities**

Any student, who may require special arrangements in order to meet course requirements, should contact the instructor as soon as possible. Students should present the appropriate documentation from the university's Disability Support Office (METU Library, Solmaz İzdemir Hall, phone: 2107196, e-mail:

engelsiz@metu.edu.tr, website: <http://engelsiz.metu.edu.tr>) verifying their disability and outlining the special arrangements required. **Please note that no accommodations will be provided prior to the completion of this approved university process.**

### **Academic dishonesty**

The Department of Business Administration has no tolerance for acts of academic dishonesty. Such acts damage the reputation of METU, the department and the BA/MBA/MS degree and demean the honest efforts of the majority of students. **The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam.**

### **Cheating**

All university, faculty/institute, and department principles on academic honesty will be strictly enforced. **The usual consequence for academic dishonesty is failure in the course and referral of the case to the Dean of the Faculty/Institute for additional disciplinary action.** Examinations are individual and are to be completed without outside assistance of any sort. Students observed cheating during examinations will receive a failing grade in the course. Homework assignments are individual, unless otherwise specified by the instructor, and are to be completed without outside assistance of any sort, as well. Students observed cheating in their homework assignments will receive a score of zero for the portion of the semester grade allocated to such assignments.

### **Plagiarism**

The instructor assumes that students will do their own work. By placing their names on assignments (individual or team), students affirm that the contents are their original work. **Any previous work available from files or past students as well as materials available on the internet may be used only as a suggestive model.** Violation of this provision will be considered as unethical behavior subject to disciplinary action. If you have any doubt about the use of a specific material, see the instructor ahead of time. Any material used from outside sources should be referenced appropriately.

### **Metu honor code**

Every member of METU community adopts the following honor code as one of the core principles of academic life and strives to develop an academic environment where continuous adherence to this code is promoted:

**“The members of the METU community are reliable, responsible and honorable people who embrace only the success and recognition they deserve, and act with integrity in their use, evaluation and presentation of facts, data and documents.”**

### **Civility**

Civility is a requirement. Developing and maintaining a course environment that is conducive to learning is the responsibility of students as much as instructors. Inappropriate behavior in offline or online course settings will result, minimally, in a request to leave the setting. Students are required to use an impersonal, professional language in discussions and avoid offensive remarks. **They are to be on time for participation sessions; they may not be let in late. They should also not leave sessions unless there is emergency.** Note that participation is important in grading. Students must be in class to participate. Giving credit to those students being late or leaving classroom or taking a long break during participation sessions is unfair for those students not doing so. Late arrivals and frequent breaks also create disturbances. Thus, this is not simply a matter of respect. Rather, this is about fairness.

### **Academic regulations**

Please see the regulations for undergraduate studies at: <http://oidb.metu.edu.tr/en/middle-east-technical-university-rules-and-regulations-governing-undergraduate-studies>

### **Academic calendar**

Please see the calendar and note the important dates at: <https://oidb.metu.edu.tr/en/academic-calendar>

<b>Tentative Course Schedule</b>			
<b>Month</b>	<b>Day</b>	<b>Topic/Reading</b>	<b>CSLO</b>
October	3	Introduction	1-2-3-4-5-6-7-8
October	5	Managing change: Stories and Paradoxes	1
October	10	Images of change management	1
October	12	Case study	1
October	17	Why change? Contemporary pressures and drivers	2
October	19	Case study	2
October	24	What to change? A diagnostic approach	2
October	26	Case study	2
October	31	What changes and what does not?	2
November	2	Case study	2
November	7	Vision and the direction of change	3
November	9	Case study	3
November	14	Project discussion	1-2-3-9
November	16	Midterm-1	1-2-3
November	21	Change communication strategies	4
November	23	Case study	4
November	28	Resistance to change	5
November	30	Case study	5
December	5	Organization development and sensemaking approaches	6
December	7	Case study	6
December	12	Change management, processual, and contingency approaches	6
December	14	Case study	6
December	19	Sustaining change vs. initiative decay The effective change manager: What does it take?	7-8
December	21	Case study	7-8
December	26	Project discussion	4-5-6-7-8-9
December	28	Midterm-2	4-5-6-7-8