DePaul | **School of Continuing and Professional Studies**

Change Management: Theory and Practice
Undergraduate Course Information Guide

Course Number: BADM 313, 2 credits, 5 Weeks
Delivery Formats: Online Async

Learning Outcomes	Learning Strategies and Resources	Learning Deliverables
Assessment/Grading	Course Schedule	Policies

Course Description

Change management is a common term for all the processes, skills and practices used to prepare individuals, managers, and leaders to implement organizational changes. Simply put managing change, although difficult, is about the people side of change. Over this 5-weeks course theories, practices, and people management skills that are the foundation of sustainable change will be studied. The course emphasis is on deepening SCPS students' understanding of the challenges and opportunities associated with being an effective change advocate and creating successful change outcomes.

Learning Outcomes

After completing this course, you will be able to:

- Explain what change management is and why it's important.

- Describe two or more specific change models outlining their benefits and limitations

- Identify obstacles to change along with techniques that reduce change resistance

- Differential between change leadership and change management skills and responsibilities

- Use the Retrospect After Action Review (R-AAR) structured procedure for evaluating a change process.

Learning Strategies and Resources

Some learning activities, assignments and deadlines will vary depending on the delivery format of the course and may differ slightly from what is presented in this document.

Readings will increase your understanding of the models, processes, and concepts you will apply in discussions and assignments. Students are expected to read all instructor email, the class syllabus, and News Items. Required readings are listed in each module.

Required Readings

No book is required. All resources will be available online or included within the module.

Readings are available on Electronic Reserve, at the [DePaul Library](). Login to Ares Course Reserves and select the course. Log in using your Campus Connect User ID and password. You will then get a page listing the courses in which you're enrolled that have readings posted in Ares. Click on the title of this course and the list of our electronic reserve readings will be displayed.

Support Reading

https://www.lifehack.org/676832/stages-of-change-model (Kotter)

https://www.slideshare.net/nusantara99/change-management-50378902 (July 2015) What is Change Management, The Definitive Guide PDF

Learning Deliverables

• Discussions based on weekly readings

• Assignments

• An informal change readiness assessment

• Differentiating between leading change and managing change

• Reframing practice

• Module specific quizzes

• Retrospect AAR (After Action Review)

• End of course reflection exercise

Assessment of Student Learning

Distribution of Grade Points

Graded Assignments	Percentage of Final Grade
Discussions	25%
Quizzes	5%

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Submissions	15%
R-AAR	55%

Grading Scale

A = 95 to 100	A- = 91 to 94	B+ = 88 to 90
B = 85 to 87	B- = 81 to 84	C+ = 77 to 80
C = 73 to 76	C- = 69 to 72	D+ = 65 to 68
D = 61 to 64	F = 60 or below	INC

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Course Schedule

Week or Module Title or Theme	Readings / Learning Activities	Graded Assignments
Week 1, Module 1: Understanding Change	Introduction and Overview - Change Management: Theory & Practice Readings: https://online.hbs.edu/blog/post/ organizational-change- management A Comparison of 5 Popular Models for Managing Business Change PDF Lock. Change Models PPT After Action Review Process Rapid ODI: After Action Reviews and Retrospects Guide Optional - Chg.-Mgt-The Definitive	Discussion 1.1 Introduce Yourself Discussion 1.2 Change Models/Theories Comparison & Methodology Value Assignment 1.3 R-AAR Explanation Course Expectation Quiz: Assignment 1.4 R-AAR Scenario Draft Module 1 Quiz: Change Management Theories & Practice

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	Guide R-AAR Scenario Guidelines & Worksheet	
Week 2, Module 2: Why Is Change Difficult?	Readings/Videos Harvard Business Review: The Hard Side of Change Management Video: The Battle of Changing Your Behavior, Eric Zimmer, 4 Barriers To Organizational Change Video: The Elephant, The Rider and The Path – A Tale of Behavior Change Video: SWITCH by Chip Heath and Dan Heath (Optional) SWITCH 1-Sheet summary: The Elephant & The Rider SWITCH – Convincing Someone To Change Behaviors Change Factory: Managing Resistance To Change	Discussion 2.1 Resistance to a Change Discussion 2.2 Understanding Bright Spots Discussion 2.3 The Right Thing Assignment 2.3 Zimmer's Techniques to Becoming More Successful Assignment 2.4 The 7 Traits of Change- Readiness Informal Assessment. Assignment 2.5 The 7 Traits of Change- Readiness Understanding Score Response Assignment 2.6 R-AAR Scenario Draft – Share for Peer Feedback
Week 3, Module 3: Leadership, Management, and Change	Readings/Video Video - Change Management vs. Change Leadership — What's the Difference? Schmidl, Rising from the ashes: Turning crisis into opportunity, April 2020 Creasey, Change Management as a Leadership Competency: blog.prosci.com, Oct 2018 HBR: Real Leaders Are Forged in	Discussion 3.1 Change Management & Change Leadership Discussion 3.2 Leadership/Change Management In Your Organization Discussion 3.3 The meaning of "real" mean. Discussion 3.4 Working Effectively With

	Crisis Stewart-Pellegrini, Think Leadership...the importance of critical thinking, July 2018 PDF Narayandas, Hebbar and Li: Lessons from Chinese Companies' Response to Covid-19: HBR, June 2020	Millennials. Assignment 3.5 R-AAR Report Worksheet: 3.6 Managing Vs. Leading Competencies Module 3 Quiz – Leadership, Management, and Change
Week 4, Module 4: The Power of Framing	Readings/Video Highlights: Reframing Problems/Changes Into Positive Opportunities Brainfit® | for Life: Refraining is Situational, 2008 - 2019 Change Factory: Managing Change; Reframing Issues 10 Ways To Reframe Problems… Rather, Challenges Harvard Business Review: Are You Solving the Right Problems? How To Reframe Organizational Change Initiatives So They Actually Stick How Reframing A Problem- Unlocks Innovation	Discussion 4.1 Leader's Framing Role Worksheet 4.2 Reframing Practice
Week 5, Module 5: Reflections Completed R-AAR	Readings/ Video What is a Critical Reflection? Introducing the "What, So What, Now What" Model	Discussion 5.1 Change Models Applied to your scenario. Discussion 5.2 Reflection Sharing Assignment 5.3 Critical Reflection Paper Assignment 5.4

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		Completed R-AAR

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Course Policies

For access to all SCPS and DePaul University academic policies, refer to the following links:

SCPS Student Resources Website

DePaul Student Handbook

The D2L Course Website for this course.

Credit for Prior Learning

Students whose home college is SCPS that have not transferred more than 99 credit hours from community college or exam credit, and have not reached 132 credit hours toward graduation may qualify for prior learning credit. If you have prior knowledge you think may be equivalent to the learning outcomes of a SCPS course, you can contact the Office of Prior Learning Assessment at scpspla@depaul.edu or the PLA website for information on how to submit a proposal to use Prior Learning Assessment (PLA) credit for a nominal fee in lieu of regular tuition as an alternative to completing a course.

Course Syllabus

The official syllabus for this course that includes course dates, instructor information and quarter specific details will be provided by the course instructor by the start of the course and available on the course D2L website.

Course Registration

To find out when this course will be offered next, you can go to the SCPS Registration website for details on how to register for the course.

For information on how this course can apply to your program, contact your academic advisor.

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