



DEPAUL

School of Continuing and Professional Studies

Change Management: Theory and Practice Undergraduate Course Information Guide

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

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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.

If in a SCPS competence program, (BAIFA, BAC, BAGB, BAECE), this course addresses the following requirements:

Competence	Competence Statement / Criteria
H2C	Can identify an organizational challenge and design a plan for change based on an understanding of social science theories or models.
FX	Can identify and use specific leadership behaviors to facilitate change

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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

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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

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Assessment of Student Learning

Distribution of Grade Points

Discussions	25%
Quizzes	5%
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 and Module Title	Readings	Assignments
Week 1, Module 1:	Introduction and Overview - Change Management: Theory & Practice	Discussion 1.1 Introduce Yourself

<p>Understanding Change</p>	<p>Readings:</p> <p>https://online.hbs.edu/blog/post/organizational-change-management</p> <p>A Comparison of 5 Popular Models for Managing Business Change PDF</p> <p>Lock. Change Models PPT</p> <p>After Action Review Process</p> <p>Rapid ODI: After Action Reviews and Retrospects Guide</p> <p>Optional - Chg.-Mgt-The Definitive Guide</p> <p>R-AAR Scenario Guidelines & Worksheet</p>	<p>Discussion 1.2 Change Models/Theories Comparison & Methodology Value</p> <p>Assignment 1.3 R-AAR Explanation</p> <p>Course Expectation Quiz:</p> <p>Assignment 1.4 R-AAR Scenario Draft</p> <p>Module 1 Quiz: Change Management Theories & Practice</p>
<p>Week 2, Module 2: Why Is Change Difficult?</p>	<p>Readings/Videos</p> <p>Harvard Business Review: The Hard Side of Change Management</p> <p>Video: The Battle of Changing Your Behavior, Eric Zimmer,</p> <p>4 Barriers To Organizational Change</p> <p>Video: The Elephant, The Rider and The Path – A Tale of Behavior Change</p> <p>Video: SWITCH by Chip Heath and Dan Heath (Optional)</p> <p>SWITCH 1-Sheet summary: The Elephant & The Rider</p> <p>SWITCH – Convincing Someone To Change Behaviors</p> <p>Change Factory: Managing Resistance To Change</p>	<p>Discussion 2.1 Resistance to a Change</p> <p>Discussion 2.2 Understanding Bright Spots</p> <p>Discussion 2.3 The Right Thing</p> <p>Assignment 2.3 Zimmer’s Techniques to Becoming More Successful</p> <p>Assignment 2.4 The 7 Traits of Change-Readiness Informal Assessment.</p> <p>Assignment 2.5 The 7 Traits of Change-Readiness Understanding Score Response</p> <p>Assignment 2.6 R-AAR Scenario Draft – Share for Peer Feedback</p>

<p>Week 3, Module 3: Leadership, Management, and Change</p>	<p>Readings/Video</p> <p>Video - Change Management vs. Change Leadership — What's the Difference?</p> <p>Schmidl, Rising from the ashes: Turning crisis into opportunity, April 2020</p> <p>Creasey, Change Management as a Leadership Competency: blog.prosci.com, Oct 2018</p> <p>HBR: Real Leaders Are Forged in Crisis</p> <p>Stewart-Pellegrini, Think Leadership...the importance of critical thinking, July 2018 PDF</p> <p>Narayandas, Hebbar and Li: Lessons from Chinese Companies' Response to Covid-19: HBR, June 2020</p>	<p>Discussion 3.1 Change Management & Change Leadership</p> <p>Discussion 3.2 Leadership/Change Management In Your Organization</p> <p>Discussion 3.3 The meaning of "real" mean.</p> <p>Discussion 3.4 Working Effectively With Millennials.</p> <p>Assignment 3.5 R-AAR Report</p> <p>Worksheet: 3.6 Managing Vs. Leading Competencies</p> <p>Module 3 Quiz – Leadership, Management, and Change</p>
<p>Week 4, Module 4: The Power of Framing</p>	<p>Readings/Video</p> <p>Highlights: Reframing Problems/Changes Into Positive Opportunities</p> <p>Brainfit® for Life: Refraining is Situational, 2008 - 2019</p> <p>Change Factory: Managing Change; Reframing Issues</p> <p>10 Ways To Reframe Problems... Rather, Challenges</p> <p>Harvard Business Review: Are You Solving the Right Problems?</p> <p>How To Reframe Organizational Change Initiatives So They Actually Stick</p> <p>How Reframing A Problem- Unlocks</p>	<p>Discussion 4.1 Leader's Framing Role</p> <p>Worksheet 4.2 Reframing Practice</p>

	Innovation	
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 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.

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.

School of Continuing and Professional Studies

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