Instructor: Glenn R. Sharp  
Adjunct Professor of Management  
grsharp21@yahoo.com  
(937) 818-5200 (home office, voice messages)

Office Hours: Office hours will be conducted each week during the course using e-mail, but phone consultations are also possible. Please use email as your primary communication medium. All office hours and contact information can be found on the course website under the “Reaching my Instructor” tab on the left side.

Course Information


Additional readings are also required. Where possible the links to articles may be found on blackboard. If the link does not seem to work, follow the instructions below for obtaining access to the article through the library. All articles are available through the library.

Here is the process:

1. Go to [www.libraries.uc.edu](http://www.libraries.uc.edu).
2. If you are logging in from an off-campus location, you will have to log in via the proxy server. (See instructions on the library's home page under “Off Campus Access.”)
3. Click on the Journal tab in the center of the web page.
4. Search for the specific journal (e.g., Harvard Business Review) under the E-Journals only selection.
5. Select one of the data sources on the list of where that journal can be found. Usually it is best to use Business Source Complete.
6. Search for each article using the year, title or author. For quickest results, try searching with at least two things, e.g., author name + journal title.
Course Purpose:
Organizations and those of us in them are now encountering an emerging ‘age of disruption.’ In other words, the status quo is no longer the future; what led to success in the past is not the way forward – change has become ubiquitous. The pace and complexity of change, however, poses a critical challenge to all change agents: implementing change. Even when everyone seemingly comprehends the imperative for change, the typical response is to underestimate – or even fail to understand – the dilemmas inherent in the process of change. This is in large measure because change is as much, if not more, emotional, political, and symbolic as rational. This course introduces class members to the central issues surrounding the reality of implementing large-scale change in organizations. New understandings of organization change, as well as your role as change agent [and recipient] will provide provocative insights into managing everyday work life as well as large-scale organizational change programs.

Course Learning Objectives:
- Conceptualize change as a learning process and what that means for managing change.
- Understand how the need for change may be rational on the surface, but how other perspectives come into play in the change process, e.g., emotional, political, cultural/symbolic.
- Develop an appreciation for what it means to 'manage' rather than 'control' change.
- Create strategies for envisioning and implementing large-scale organization change.
- Foster an appreciation for the importance of managing context rather than 'people.'
- Practice skills in employing different perspectives, i.e., 'thinking outside the box' [cliché; but really, thinking creatively and imaginatively].
- Develop and practice real-world change management skills as it relates to project management within an organization.

Course Methods:
This course is intended to connect practice (applications) to theory (concepts), with the intent of learning more about both. The textbook [a highly readable practitioner-oriented source] and the Class Power Points where we cover all concepts including the Acuity Institute –”Change Roadmap” materials will provide a rich body of knowledge the challenges of managing organization change. The application readings will demonstrate many of these ideas in actual organizations. These readings will challenge you to apply both concepts and frameworks to actual situations. Each module will contain opportunities for you to engage with other students in addressing situations so that your learning deepens and develops into a broad and robust perspective about change and organization.

Blackboard:
A course website has been set up in blackboard (http://canopy.uc.edu) and will be used as a means for making course materials available to you.
Course Rhythm:
As you move through the course you will notice that each module is structured in a similar manner. After a brief description of the module and presentation of learning objectives, you will see a task list of the activities required in the module as well as relevant due dates. Then the readings and course materials are identified. This is followed by the specific required assignments (paper assignments) and the rubrics to be used for assessment.

Assessment:
Guidelines for Case Analyses
For the purposes of this course, the notion of ‘case analysis’ is used a bit loosely. Rather than using traditional Harvard cases, we are using articles published in business periodicals. The cases are about specific companies engaged in large-scale organization change (modules 1-3) and an organization of your team’s choosing (module 7). The idea is to ‘see’ course concepts within the context of the cases. Written case analyses/choosing an organization you are familiar with provides an opportunity for students to demonstrate learning by integrating course concepts with the events in the case.

Case analyses 1-3 (individual assignments) should be 1-page single-spaced. There is method to the madness: this requires you to choose your words/topics wisely, make decisions concerning what is sufficiently important to talk about, have a point to make, and write succinctly. Do not use valuable space recounting the case! (I’ve read it!) You need to identify what course concepts are relevant and then discuss the case in a manner that conveys that you comprehend the course material, know how to apply it, and can articulate your informed views in a way that demonstrates understanding. My suggested format is to use a 3-paragraph approach: para1 to identify the ‘problem’ and articulate the key points worthy of discussion; para2 to explain how those key concepts apply to what’s going on at the company, i.e., sensemaking; and para3 to provide your insights into how well the company is implementing change in terms of the ideas we’re using. (A pointed comment: ‘better’ papers invoke course material, explain it, and then link to the case. You must make those links clear/explicit, generally through the use of citations/references. No ‘assumptions’ can be made as to your sources. See Blackboard for Referencing Guidelines.)

The first 3 cases (individual assignments) are sequenced to follow the Heaths’ approach in Switch. So, the first case, Walgreens, provides an opportunity to address the notion of the Rider; the second case, General Motors, connects to the Elephant; and the third case, Marlin Steel, deals with Path (i.e., situation/context). The emphasis should be on those focal topics, but your comments can integrate other ideas.

The final case #4 will be a team presentation. Your team will select a company that is going through a significant change. This assignment is broader in scope and allows you and your team to address topics as they deem them important. Of note, the
concepts from Switch and the Acuity Institute’s Change Roadmap will provide you with a framework to complete your team final case analysis. We will outline specific requirements for your team presentation in class.

The four cases are progressive in point values (20, 30, 50, 75) as a means to match your desired development with assignment weights. All 4 case assignments are due before class on the week assigned. No late assignments will be accepted for this course.

Grading and Assessment

Grading:
The total number of points available in this course is 175. Below are the assignments and their potential point contribution to your final grade.

1. Case Analyses:
   - Module 1: Case Analysis 1: Walgreens  (20 points)
   - Module 2: Case Analysis 2: General Motors and Mary Barra  (30 points)
   - Module 3: Case Analysis 3: Changing Marlin Steel  (50 points)
   - Module 7: Team Presentation - Case Analysis 4: Company of Your Choosing  (75 points)

   NOTE: This is in essence your ‘final exam’ – it should reflect what you have learned in the course!!

Typical Grading Levels  [155 points]

<table>
<thead>
<tr>
<th>Points</th>
<th>Grade</th>
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<tbody>
<tr>
<td>140</td>
<td>A</td>
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<tr>
<td>130</td>
<td>A-</td>
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<tr>
<td>125</td>
<td>B+</td>
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<tr>
<td>120</td>
<td>B</td>
</tr>
<tr>
<td>118</td>
<td>B-</td>
</tr>
<tr>
<td>115</td>
<td>C+</td>
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<tr>
<td>110</td>
<td>C</td>
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<td>below 109</td>
<td>F</td>
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**Assessment Rubrics**

The rubrics below contain the grading criteria to be used in the course.

**Written Assignments:** The rubric below will be used to assess your performance on the Case Analyses in Modules 1, 2, 3 and 7.

<table>
<thead>
<tr>
<th>Case Analysis Criteria</th>
<th>Proficient and engaged learner – 90%+ points</th>
<th>Acceptable, an improving learner – 80%+ points</th>
<th>Needs improvement – 50 -70%+ points</th>
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<tbody>
<tr>
<td>Analysis &amp; Interpretation</td>
<td>Answers all questions fully using material appropriately</td>
<td>Answers provided are incomplete and/or some material is not used appropriately</td>
<td>Fails to fully address all questions, material used inaccurately</td>
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<td>Application &amp; Synthesis</td>
<td>Uses module material thoughtfully and accurately</td>
<td>Module material is referenced but fails to do this in a well-developed manner.</td>
<td>Fails to use module material thoughtfully and accurately</td>
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<td></td>
<td>Explicitly integrates material from other modules</td>
<td>Limited use of material from other modules</td>
<td>Fails to integrate material from other modules</td>
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<tr>
<td>Critical Thinking</td>
<td>Identifies strengths and weaknesses of material, makes constructive suggestions</td>
<td>Identifies yet fails to build on material</td>
<td>Takes material at face value</td>
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<td>Demonstrates personal and/or original insights</td>
<td>Attempts to demonstrate personal and/or original insights</td>
<td>Fails to demonstrate personal or original insights</td>
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<td></td>
<td>Demonstrates ability to critically assess different theories or perspectives</td>
<td>Begins to critically assess different theories or perspectives</td>
<td>Fails to critically assess different theories or perspectives</td>
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<tr>
<td>Organization &amp; Writing</td>
<td>Entry is written in an engaging, persuasive, and grammatically correct manner; properly cited</td>
<td>Entry is written in a somewhat engaging, persuasive, grammatically correct manner; citations included</td>
<td>Entry is not engaging or persuasive with grammatically errors; poorly referenced</td>
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# Class Schedule

<table>
<thead>
<tr>
<th>Module</th>
<th>Topic</th>
<th>Readings / Videos</th>
<th>Assignments</th>
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| **Module 1** | **Introduction/"The Rider"** | Heath & Heath/Switch: ch1 [Introduction] Heath & Heath/Switch: ch2-4 [The Rider] | There is one written assignment in this module.  
**Case Analysis 1: Walgreens [1p]**  
- Address the applicable concept(s) within chapters 1-4 “Introduction/"The Rider” and discuss how it applies to Walgreens |
| **Module 2** | "The Elephant" | Heath & Heath/Switch: ch5-7 [The Elephant]                                | There is one written assignment in this module.  
**Case Analysis 2: General Motors and Mary Barra [1p]**  
- Address the applicable concept(s) within chapters 5-7 “The Elephant” and discuss how it applies to General Motors |
| Module 3 | Oct 31-Nov 6 | “The Path” | Heath & Heath/Switch: ch8-11 [The Path, aka situation/context]  
Case Analysis 3: Changing Marlin Steel [1p]  
Address the applicable concept(s) within chapters 8-11 “The Rider” and discuss how it applies to Martin Steel |
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<tr>
<td>Module 5</td>
<td>Nov 14-20</td>
<td>Acuity Institute: The Change Roadmap – “Plan the Change”</td>
<td>Class Power Point – Module #5 – Acuity Institute: The Change Roadmap – “Plan the Change”</td>
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| Module 7  
Nov 28-Dec 4 | **Acuity Institute: The Change Roadmap – “Make Change Stick”** | **Class Power Point – Module #7 – Acuity Institute: The Change Roadmap – “Make Change Stick”** | **Team Presentation - Case Analysis 4: Company of Your Choosing**  
[2p]  
- Use the concepts from *Switch* as well as the Acuity Institute: *Change Roadmap* to solve an issue and manage the change within a company of your choosing. |

| Team Presentations  
Dec 5 | All Topics | Modules 1-7 |