



COLLEGE OF BUSINESS

**CHANGE MANAGEMENT**  
**MGT-712**

**Section 001, Summer III 2006**

Monday-Thursday, 5:00-6:55pm, Location BEH111

Instructor: Prof. Steven E. Phelan, Ph.D.

Office: BEH307 Email: [steven.phelan@unlv.edu](mailto:steven.phelan@unlv.edu)

Office Hours: Before and after class or by appointment

---

***Course Overview:***

Change management is the process of transforming an organization's operations to enhance individual and organizational effectiveness. Both the rate of change, and its importance to senior management, seems to be accelerating. This course will examine competing models of change, consider various change methodologies, and explore examples of best practice.

This course uses a number of tools to explore these diverse issues, ranging from formal lectures and role-playing games to case studies and small group discussion. In this subject, learning is its own reward. If you are not already working, you soon will be. You will find many of the concepts and cases in the course highly relevant to the world of business and to understanding the organization in which you (will) work.

***Course Assessment:***

Case Presentation	25%
Case Critique	15%
Participation	20%
Change Agent Interview	40%

***Textbooks:***

- Palmer, I., Dunford, R. & Akin, G. (2006) Managing Organizational Change: A Multiple Perspectives Approach. McGraw Hill: New York.
- Primis Custom Book

## Course Synopsis

<b>Date</b>	<b>Topic</b>	<b>Read:</b>
Mon, July 10	Stories of Change	Ch 1
Tue, July 11	Images of Managing Change	Ch 2
Wed, July 12	Why Organizations Change	Ch 3
Thu, July 13	What Changes in Organizations	Ch 4
Mon, July 17	Diagnosis for Change	Ch 5
Tue, July 18	Case	Dennis Hightower
Wed, July 19	Resistance to Change	Ch 6
Thu, July 20	Case	Donna Dubinsky
Mon, July 24	Organization Development, Appreciative Inquiry, and Sense- Making Approaches	Ch 7
Tue, July 25	Case	Oticon
Wed, July 26	Change Management, Contingency, and Processual Approaches	Ch 8
Thu, July 27	Case	Peter Browning
Mon, July 31	Linking Vision and Change	Ch 9
Tue, August 01	Case	Charlotte Beers
Wed, August 02	Strategies for Communicating Change	Ch 10
Thu, August 03	Case	Broadway Brokers
Mon, August 07	Skills for Communicating Change	Ch 11
Tue, August 08	Case	The New HP
Wed, August 09	Consolidating Change	Ch 12
Thu, August 10	Case	Merger Plan Simulation

### ASSESSMENT DETAILS:

#### ***Participation (20%) Individual***

Your active participation, not merely your attendance, is essential to the success of this course. The percentage of class periods in which you contribute significantly to discussions of readings and cases will determine your grade in this section of the course.

### ***Case Presentation (25%) Group***

Form groups of 3-5 students. Your group will be assigned a case to analyze during the course. For this case:

- Consider the questions for the case (at the end of this syllabus)
- Analyze the key issues in the case (using analytical frameworks and concepts from the course where applicable)
- Outline a set of recommendations to address the issues identified. If your case refers to a change strategy that has already been substantially implemented then discuss what you would have done differently and your recommendations for future efforts.
- Present an implementation plan incorporating a time line, milestones, budget (if applicable), contingencies, and roles and responsibilities for key personnel.
- You will be required to listen to a critique of your presentation and given time to formulate a response.
- Submit an updated presentation before the next class (email is OK).

The presentation should last for about 20-30 minutes. Try not regurgitating information that everyone in the class already knows – stick to analysis and recommendations.

### ***Case Critique (15%) Group***

With your case presentation group, you will be required to critique one of the other case presentations in the class. In this role, you will play devil's advocate. Your job is to find flaws in the analysis or recommendations of the presenting team. Grades will be awarded for the validity of your criticisms and the professionalism with which you manage the feedback.

### ***Change Agent Interview (40%) Individual***

In this part of the course, you will be required to interview someone in a managerial or supervisory position who has actually tried to implement change as part of his or her job. Your job is to write an 'after action report' on this change effort. Attempt to uncover:

1. The implicit change model held by the change agent
2. The reason(s) for the change
3. How the change agent diagnosed the need for change
4. The degree of resistance to the change and the reasons for this resistance
5. The change methodologies used by the change agent (whether explicit or implicit)
6. Any communications strategies or tactics used
7. The outcome of the change effort
8. Ways in which the change was consolidated

What does the agent think he/she did right or could have done differently? What do you think the agent could have done differently or did right? What lessons can be learned

from this case? Did you learn something about change that was not in the textbook? If so, what?

There is no page limit to this report but aim for 2500-3000 words in the first instance. I will be examining your ability to *critically* analyze a change effort with your newly gained theoretical knowledge – and to *demonstrate* an understanding of the notion that theory can inform practice and that practice can inform theory.

#### **ADDITIONAL COURSE POLICIES:**

1. If you have a documented disability that may require assistance, you will need to contact Disability Services for coordination in your academic accommodations. Disability Services is located within Learning Enhancement Services (LES), in the Reynolds Student Services Complex, Suite 137. The phone number is 895-0866 or TDD 895-0652.
2. The University requires all members of the University Community to familiarize themselves and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The University will neither protect nor defend you nor assume any responsibility for violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability as well as disciplinary action under University policies. To help familiarize yourself with copyright and fair use policies, the University encourages you to visit its copyright web page at: <http://www.unlv.edu/committees/copyright>.
3. Academic honesty is expected. Academic dishonesty, cheating, and plagiarism will not be tolerated. Any deviation from this policy will result in a failing grade, and will be dealt with in accordance with the policies of UNLV.

## **CASE QUESTIONS:**

These should be used to guide your analysis:

### ***Case: Dennis Hightower***

Questions:

1. What does Hightower need to change at Disney?
2. Where should he change, when, and how?
3. What will be the biggest obstacles to change?

### ***Case: Donna Dubinsky at Apple Computer***

Questions:

1. Why was Dubinsky initially so successful at Apple?
2. How and why did things unravel for Dubinsky?
3. What changed in the business and the Apple context?
4. Why did she respond the way she did to the JIT proposal? (Put yourself in her situation -both intellectually and emotionally)
5. Do you think she and others at Apple could have done things differently? Be specific (i.e. what could the different players have done differently and why?)
6. How should Campbell respond to Dubinsky? Why?
7. What are the key lessons from this case with respect to anticipating and coping with change?
8. What specific lessons are there for those who manage companies in the high tech sector?

### ***Case: Peter Browning at Continental White Cap (A)***

Questions:

1. What is Browning's predicament at White Cap?
2. What should his change objectives and time frame be?
3. What should he do with White, Lawson, Stark and Green?
4. What qualities are most needed to be a successful change agent?

### ***Case: Charlotte Beers at Ogilvy and Mather Worldwide (A)***

Questions:

1. Why was Ogilvy and Mather (O & M) having problems when Beers took over? (i.e. Why did the organization need to change?)
2. What was Beers trying to accomplish as CEO of O & M?
3. What were the biggest challenges that she faced? What was her change strategy? How would you assess her vision?
4. What is your assessment of the process Beers and her team went through to create this vision?
5. What are the key challenges facing Beers at the end of the case?
6. What would you recommend she do next?
7. What are the key lessons from this case with respect to managing change?

***Case: Oticon***

Questions:

1. What is radical about Oticon's new strategy? What aspects of the strategy are responsible for Oticon's improved performance?
2. What change strategies did Kolind use to create the new Oticon.
3. Imagine you have been asked to imitate the essence of the spaghetti organization for a major US competitor. How would you need to alter Oticon's fundamental strategy? How would you alter the implementation of the strategy? (i.e. What would you do differently? What would stay the same?)

***Case: The new HP: The clean room and beyond***

Questions:

1. What should Rich Marcello do?
2. What systems, procedures, and policies could/should the post-integration team put in place to assist middle managers like Marcello?

**Merger Simulation and Broadway brokers**

These cases require a full-blown change strategy, including a communication plan.