COLLEGE OF BUSINESS

CHANGE MANAGEMENT

MGT-712

Section 001, Summer III 2010
Monday-Thursday, 5:00-6:55pm, Location BEH103
Instructor: Prof. Steven E. Phelan, Ph.D.
Office: BEH307 Email: steven.phelan@unlv.edu
Website: http://faculty.unlv.edu/phelan
Office Hours: 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:

Consulting Pitch 40%
Change Agent Interview 40%
Final Examination 20%

Textbooks:

- Harvard Cases: http://cb.hbsp.harvard.edu/cb/access/5817916
Course Synopsis

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<th>Topic</th>
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<td>Tuesday</td>
<td>Stories of Change</td>
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<td>Why Change &amp; What Changes?</td>
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<td>Strategies and Skills for Communicating Change</td>
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<td>Thursday</td>
<td>Case*</td>
<td>Merger Plan Simulation</td>
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* - to be distributed via Web campus

**ASSESSMENT DETAILS:**

**Consulting Pitch (40%) Group**

In a team of 2 students, you are required to present a consulting pitch to a client in competition with one other group in the class (except for the last case which will be two teams of four in a role play situation). Each case has a client (and associated brief) and you will be required to address the issues in the brief during your pitch.

The presentation should last for about 20 minutes. At the end of your presentation, the other team will have an opportunity to criticize your presentation (which you will need to address immediately). Following both presentations, the members of the class will vote in
a straw poll for one (or none) of the presentations. The results of this vote will influence your final grade.

HINTS:
- You should submit a copy of your slides and supporting material on Webcampus on the day of your presentation.
- Avoid regurgitating information that everyone in the class already knows – stick to analysis and recommendations.
- Change management is more about the HOW than the WHAT. Identify what needs to change and why, reveal the obstacles to change, and then detail how you will achieve the change goals in the face of likely resistance. Detailed timelines, budgets, and responsibilities are a key part of any action plan.
- I will be very impressed if you integrate some course concepts into your presentation in a professional (and relevant) manner.

Change Agent Interview (40%) Pair. (Due 7/29 via Webcampus)
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. Include a section from each group member highlighting areas of disagreement in interpretation.

Final Examination (20%) Individual (Will be held 8/4)
A comprehensive multiple choice examination will be conducted at the end of the course. Further details will be made available during the term.
CONSULTING ASSIGNMENTS

Case: Dennis Hightower
Client: Dennis Hightower
Brief: What should I try to change in the European operations? What will be my major obstacles? How should I proceed with the change?

Case: Irene Charnley
Client: Irene Charnley
Brief: How should I adjust the way I am implementing empowerment at MTN to maximize acceptance/opportunity and minimize resistance?

Case: Simmons
Client: Charlie Eitel
Brief: Should we roll out the GGOL program? If so, how, and how would you justify the $7.2 million investment to the New York investors? If no, why not, and what would you do instead? Be specific.

Case: Peter Browning at Continental White Cap (A)
Client: Peter Browning
Brief: How can I change CWC without breaking it?

Case: Paul Levy
Client: Paul Levy
Brief: I just heard that the attorney general of Massachusetts has threatened to end our involvement with Harvard Medical School by selling BID to a for-profit outfit if we don’t breakeven. How should I go about turning this place around? What should I do in my first 180 days?

Case: The new HP: The clean room and beyond
Client: Rich Marcello
Brief: How should I deal with corporate, my own staff, and the new divisional management?

Case: Broadway Brokers
Client: The Transition Management Advisory Group
Brief: How should we handle the downsizing and consolidation?

Case: Merger Simulation
Client: State Regulator
Brief: Develop a merger plan for the state regulator within the allotted time.
ADDITIONAL COURSE POLICIES:

**Academic Misconduct** – “Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV’s function as an educational institution.”

An example of academic misconduct is plagiarism: “Using the words or ideas of another, from the Internet or any source, without proper citation of the sources.” See the “Student Academic Misconduct Policy” (approved December 9, 2005) located at: [http://studentlife.unlv.edu/judicial/misconductPolicy.html](http://studentlife.unlv.edu/judicial/misconductPolicy.html).

**Copyright** – 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 employee or student 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 familiarize yourself with copyright and fair use policies, you are encouraged to visit the following website: [http://www.unlv.edu/committees/copyright/](http://www.unlv.edu/committees/copyright/).

**Disability Resource Center (DRC)** – It is important to know that over two-thirds of the students in the DRC reported that this syllabus statement, often read aloud by the faculty during class, directed them to the DRC office.

The Disability Resource Center (DRC) coordinates all academic accommodations for students with documented disabilities. The DRC is the official office to review and house disability documentation for students, and to provide them with an official Academic Accommodation Plan to present to the faculty if an accommodation is warranted. Faculty should not provide students accommodations without being in receipt of this plan.

UNLV complies with the provisions set forth in Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, offering reasonable accommodations to qualified students with documented disabilities. If you have a documented disability that may require accommodations, you will need to contact the DRC for the coordination of services. The DRC is located in the Student Services Complex (SSC), Room 137, and the contact numbers are: Voice (702) 895-0866, TDD (702) 895-0652, fax (702) 895-0651. For additional information, please visit: [http://studentlife.unlv.edu/disability/](http://studentlife.unlv.edu/disability/).

**Religious Holidays Policy** -- Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor no later than the last day at late registration of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. This policy shall not apply in the event that administering the test or examination at an alternate time would impose an undue hardship on the instructor or the university which could not be avoided.

**Tutoring** -- The Academic Success Center (ASC) provides tutoring and academic assistance for all UNLV students taking UNLV courses. Students are encouraged to stop by the ASC to learn more about subjects offered, tutoring times and other academic resources. The ASC is located across from the Student Services Complex, #22 on the current UNLV map. Students may learn more about tutoring services by calling (702) 895-3177 or visiting the tutoring web site at: [http://academicsuccess.unlv.edu/tutoring/](http://academicsuccess.unlv.edu/tutoring/)

**UNLV Writing Center** – *The following statement is recommended for inclusion in course syllabi:*

One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance.

Appointments may be made in person or by calling 895-3908. The student’s Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: [http://writingcenter.unlv.edu/](http://writingcenter.unlv.edu/)