# Course Syllabus

Edit

## Course Information

This course is offered collaboratively through the UW MBA Consortium.

**Course Title:** MBA 705 - Navigating Change amid Uncertainty
**Course Section:** 840
**Credit Hours:** 4.0
**Course Term:** Fall 2023
**Delivery Mode:** Online
**Course Dates:** September 11, 2023 - December 17, 2023

*If you are considering dropping this course, having a conversation with your academic advisor is a good place to start. You should also let the instructor know what your plans are. Click the following links, based on your home campus, to learn more about dropping this course: Consortium/UW-Eau Claire*Links to an external site. | *UW Oshkosh*Links to an external site. | *UW-Parkside*Links to an external site.

## Instructor Information

**Name:** John Muraski, DBA
**Home Campus:** UW Oshkosh
**Phone:** (920) 424-3139
**Email:** muraskij@uwosh.edu (Preferred method of communication)

**Name:** Andrew (Andy) Soderberg, Ph.D.
**Home Campus:** UW Oshkosh
**Phone:** (920) 424-0199
**Email:** soderbea@uwosh.edu (preferred method of communication)

## Course Description

This course prepares students to lead organizations into the future. By considering current technology trends, students will explore the future impacts on individuals, organizations, and society. By linking this future to the current strategic planning process, leaders will learn and apply an organizational change management framework to implement, communicate and sustain the change. Additionally, business process reengineering, project management and portfolio management tools will be introduced as critical components of implementing the change.

## Learning Outcomes

This course aims to help prepare leaders by focusing on the following objectives. Upon completion of this course, students will be prepared to:

- Consider the impacts of the 4th Industrial Revolution, related technology trends, and future impacts to individuals, organizations, and society.

- Creatively develop baseline and alternative scenarios from current trends.

- Identify a preferred future for the organization and understand the strategic implications.

- Understand and apply project portfolio management and project portfolio tools to support organizational strategic alignment.

- Apply business agility concepts and tools to support organizational change.

- Understand the change management framework to implement, communicate and sustain change.

- Apply a specific change management framework to their context

- Describe the main reasons why people and organizations are resistant to change and assess various techniques that change managers can use to overcome these barriers to change.

- Consider the impact of the change process on individuals and their own leadership style.

- Apply business agility concepts and tools to support organizational change.

## Program Goals

Upon completion of the program, students will be able to demonstrate the knowledge and skills necessary to be effective leaders who can do the following in a global and domestic context. The items denoted with an asterisk are the program goals that this course helps you achieve.

- Lead a diverse and inclusive organization
- Demonstrate a sense of social and ethical responsibility
- Identify and evaluate market opportunity*
- Create and sustain competitive advantages*
- Communicate effectively in organizations*
- Use critical thinking and analytical reasoning to make informed business decisions*
- Create and maintain a dynamic vision for personal and professional development*

# Required Course Materials

## Textbooks

**Title:** Thinking about the future: Guidelines for strategic foresight (2nd edition, 2015)
**Authors:** Hines and Bishop.
**ISBN:** 978-0996773409

**Title:** ADKAR: A Model for Change in Business, Government and our Community (1st edition, 2006)
**Authors:** Hiatt.
**ISBN:** 978-1930885509

**Title:** The Fourth Industrial Revolution (2017)
**Authors:** Schwab.
**ISBN:** 978-1524758868

**Title:** Taming Change With Portfolio Management: Unify Your Organization, Sharpen Your Strategy, and Create Measurable Value (2010)
**Authors:** Durbin.
**ISBN:** 978-1608320387

**Please note that this ISBN may differ from what appears on the UWEC bookstore website. If ordering from a source other than the UWEC bookstore, be sure to use the ISBN provided here to ensure you get the correct text.**

[Click here to learn more about ordering textbooksLinks to an external site.](). Contact [mba@uwec.edu]() with any textbook-related concerns.

## Required Purchase - CoursePack from Harvard Business Review

A coursepack with 11 articles is required for the course. [Click here to purchase the MBA 705 coursepack directly through the Harvard Business Review websiteLinks to an external site.](). You will need to create an account to purchase the materials. The cost of the coursepack is $46.75. Here is [a document showing titles of the articles/cases Download a document showing titles of the articles/cases]()included in the coursepack and the units in which they are assigned.

All materials in this coursepack are required for the course, but are marked as optional so that you can pick where to purchase materials in the event that you would like to acquire the readings elsewhere. If you have an HBR subscription, you would only need to purchase the articles that aren't included in that subscription. Please note that purchases outside of the coursepack may vary in availability, accessibility, and printing limits.

## Technology Requirements

Access to a computer and high-speed Internet connection that is capable of accessing Canvas is a requirement of this course.

Please review the minimum technology requirements and recommendations in the **Online Course Resources** link in the left-hand Course Navigation menu. To set yourself up for success, pay special attention to the sections on *Your Responsibilities*, *Strategies for Success*, *Tech Tips*, and *Tech Support*.

# Course Topical Outline

- Unit 1: Introduction – Overview of Strategic Foresight, Strategic Planning & Change Management
- Unit 2: Strategic Foresight – Framing & Scanning
- Unit 3: Introduction to the 4th Industrial Revolution
- Unit 4: The 4th Industrial Revolution Impacts & the World Today
- Unit 5: Strategic Foresight – Forecasting
- Unit 6: Strategic Foresight – Visioning & Planning
- Unit 7: Strategic Planning Framework
- Unit 8: Annual Operational Plan & Portfolio Management
- Unit 9: Business Agility
- Unit 10: Moving to Action
- Unit 11: Change – Models of Change
- Unit 12: Change – Intro to ADKAR - Part I
- Unit 13: Change – ADKAR - Part II
- Unit 14: Project Deliverables

# Assignments & Activities

In this course, you'll have discussions, individual assignments, individual reflections, and a final project. See each unit in the content area for specific details about these assignments.

Assignments in this course will be weighted as follows:

| Assessments | Percentage |
|---|---|
| Individual Assignments | 40% |
| Discussions | 30% |
| Reflections | 10% |
| Final Project | 20% |
| **TOTAL** | **100%** |

## Individual Assignments, Reflections and Final Project

Submit your individual assignments, reflections and the final project by 11:59 p.m. central time on the due date in the calendar.

Unless otherwise noted, submit individual assignments and reflections in Microsoft Word format or PDF. Assignments in other file formats will receive a score of 0 if we cannot open them. We cannot open files in WordPerfect, Works, or other OS-specific programs (e.g., Pages). Make sure that your file names end with .doc, .docx, or .pdf. Occasionally, we will receive files that do not have any extension at all. We cannot open these files even if they were created in Word.

The final project will be a video submission.  More details on that are in Unit 14.

## Discussion Postings

Interactivity between you and your classmates and between you and your instructors is essential to your success in this course. Throughout the course, we will participate in discussions that require an original response from you as well as a response from you to another student.

Discussion expectations are spelled out in the Initial Post and Reply Post pages in each unit as well as in the Discussion Rubric.

*Tips:*

- Compose your discussion responses in Microsoft Word or Notepad and then copy and paste the material into your Canvas discussion post. That way if your browser crashes, you can just open up your typed file again and re-paste the message.
- Discussions should be spell-checked and use standard English grammar.

# Final Letter Grades Scale

The following grading scale applies in this course:

| Percentage | Consortium / UW-Parkside | UW-Oshkosh |
|---|---|---|
| 93–100% | A | A |
| 90–92.9% | A- | A- |
| 87–89.9% | B+ | B+ |
| 83–86.9% | B | B |
| 80–82.9% | B- | B- |
| 77–79.9% | C+ | C+ |
| 73–76.9% | C | C |
| 70–72.9% | C- | C |

| | | |
|---|---|---|
| 67–69.9% | D+ | F |
| 63–66.9% | D | F |
| 60-62.9% | D- | F |
| 0–59.9% | F | F |

# Consortium's Excused Absence Policy

An absence will be considered excused or authorized according to the following institutional policies:

1. The student's home campus policy on excused absences will apply.
   - UW OshkoshLinks to an external site.
   - UW-ParksideLinks to an external site. (see page 31)
2. UW MBA Consortium students will follow the UW-Eau Claire Authorized Absence Policy.Links to an external site.

# Late Work Policy

Unless you have prior instructor consent, all work should be submitted prior to the due date. Since the assignments are focused on practical applications and can be highlighted in the final presentation, we encourage you to submit work even if you miss the original due date.

Late work will be graded and then reduced by 50%.

Please note that all work submitted early may not be graded until after the due date.

# What You Can Expect

We will respond to emails or discussion posts within 24 hours during the Monday through Friday work week. We will be checking the course periodically on weekends but can't guarantee a response. If you are unsure which instructor to email, please email both!

We will try to provide assignment feedback within seven business days after the deadline.

Your final grade for the course will be posted in the Canvas Grades. Please check the Canvas Grades regularly to make sure that your grades have been posted correctly. If you notice an error, please contact us as soon as possible so that we can investigate.

# What We Expect

This is a 4-credit course and therefore we anticipate that you will log in every weekday and spend approximately 12-15 hours per week on this course, including time spent reading, completing required activities, and completing the assignments. We have included reading time in the tables of *approximate* time commitment we've included within each unit. We recommend that you get into the habit of doing the required readings as soon as possible and refer to the calendar for all deadlines.

For questions related to the course, please post in the

To foster a productive learning environment, all students are required to accept and adhere to the Student Code of Conduct agreement in order to participate in this course.

# Academic Integrity

Integrity is an important component of students' academic experience. The academic evaluation a student receives for a course becomes a permanent University student record and it is critical such records be accurate and consistent. In addition, the integrity students learn and exhibit at the University will be the model for the professional integrity they practice when they complete their academic work. The University believes unquestionable character and integrity are essential for successful careers. Whatever role you may play in an organization, be it publicly or privately owned, you will occupy a position of trust. High ethical standards, therefore, are not only necessary but are fundamentally part of all the University represents when it grants a degree.

All class materials are the intellectual property of the instructor and may not be shared outside of this course (e.g., to commercial "study sites") without my permission.

Unless we specify otherwise, all work that you turn in should be an individual effort. The sentence structure, wording, and content for your assignments and discussions must be your original work. Academically dishonest behaviors include (but may not be limited to) the following:

- Intentionally or unintentionally presenting someone else's ideas or words as your own, either as a direct quote or paraphrased or summarized material, without the proper citation. All quotes and direct references must include citations. Remember to use APA format for citations. See the OWL website from PurdueLinks to an external site. for APA citation guidelines.
- Submitting work that is identical to or so similar to that of another's in its wording, sentence structure, and content that it cannot be considered original.
- Plagiarizing yourself by submitting work for evaluation in this course that was previously graded or otherwise evaluated in another course. You can cite your previous work. If you want to use your previous work, contact me first.
- Making up data or citations.
- Consulting resources to complete a graded course assessment other than those allowed in the assessment directions. If you are unsure what is considered as an authorized resource, consult with your instructor.
- Helping someone else engage in academically dishonest behavior, including posting course materials online.
- Violating copyright laws. In some cases, citing a source is not sufficient; you also have to obtain permission from the original source for the materials you use. Likewise, if you use any materials from this course outside this course, you may need permission to use them (e.g., in your company's training manuals, publications, or style guides).

Any investigation into any form of academic misconduct will result in a report to the dean of students and in student academic disciplinary sanctions as established by the UW System Board of Regents (UWS Chapter 14Links to an external site.).

Disciplinary procedures from the student's home campus dictate the disciplinary action against students who engage in academic misconduct.

## Generative AI Use

To create a shared understanding regarding the use of generative AI in this course, this course's policy on the "Generative AI Use" page is available in the Course Information module. Keep in mind that other instructors may have different expectations based on their course outcomes, so be sure you always check before you use generative AI in your classes.

Please note that the UW MBA Consortium owns the copyright to all course and program materials. You may not share program or course materials in any way in any generative AI platform. Likewise, this course will not require you to share program or course content or your work in a generative AI platform. You are encouraged to ask any questions you have regarding the policy.

## Accommodation for Students with Disabilities

In order to ensure that all of our students have equitable access to our online course materials, we strive to meet the guidelines set by Section 508 of the Rehabilitation Act, which requires the public to provide reasonable accommodations to individuals with disabilities when posting web-based materials. Canvas is compliant with W3C's Web Accessibility InitiativeLinks to an external site. and with Section 508Links to an external site. guidelines. Additionally, Canvas was certified as a substantially conformant LMSLinks to an external site. by WebAIM, a third-party authority in web accessibility. If you find that course materials are not posted in a format that meets your needs, or you need testing accommodations, please contact Online Course Support by emailing BIZHelp@uwec.edu and we will work with you to find a reasonable accommodation.

## Course Summary:

| Date | Details | Due |
|---|---|---|
| Mon Sep 11, 2023 | Calendar Event Complete the Code of Conduct | 12am |
| Thu Sep 14, 2023 | Discussion Topic Unit 1 Discussion 1: Introduce Yourself (via Video) | due by 11:59pm |

| Date | Details | Due |
|---|---|---|
| | Discussion Topic [Unit 1 Discussion 2: Course Themes](#) | due by 11:59pm |
| Sun Sep 17, 2023 | Page [Unit 1 Discussion 1 Reply Posts](#) | to do: 11:59pm |
| | Page [Unit 1 Discussion 2 Reply Posts](#) | to do: 11:59pm |
| Thu Sep 21, 2023 | Discussion Topic [Unit 2 Discussion: Business as Usual](#) | due by 11:59pm |
| Sun Sep 24, 2023 | Assignment [Unit 2 Assignment: Framing & Scanning](#) | due by 11:59pm |
| | Page [Unit 2 Discussion 1 Reply Posts](#) | to do: 11:59pm |
| | Page [Unit 2 Discussion Reply Posts](#) | to do: 11:59pm |
| Thu Sep 28, 2023 | Discussion Topic [Unit 3 Discussion: 4th Industrial Revolution Organizational Assessment](#) | due by 11:59pm |
| Sun Oct 1, 2023 | Assignment [Unit 3 Assignment: 4th Industrial Revolution Scanning Hit Forms](#) | due by 11:59pm |
| | Page [Unit 3 Discussion 2 Reply Posts](#) | to do: 11:59pm |
| | Page [Unit 3 Discussion Reply Posts](#) | to do: 11:59pm |
| Thu Oct 5, 2023 | Discussion Topic [Unit 4 Discussion: 4th Industrial Revolution Larger Impacts](#) | due by 11:59pm |

| Date | Details | Due |
|---|---|---|
| Sun Oct 8, 2023 | Assignment [4th Industrial Revolution (Module 3-4) Reflection](#) | due by 11:59pm |
| | Assignment [Unit 4 Assignment: 4th Industrial Revolution Scanning Hit Forms](#) | due by 11:59pm |
| | Page [Unit 4 Discussion 2 Reply Posts](#) | to do: 11:59pm |
| | Page [Unit 4 Discussion Reply Posts](#) | to do: 11:59pm |
| Thu Oct 12, 2023 | Discussion Topic [Unit 5 Discussion – Identifying Signals](#) | due by 11:59pm |
| Sun Oct 15, 2023 | Assignment [Unit 5 Assignment: Forecasting](#) | due by 11:59pm |
| | Page [Unit 5 Discussion 1 Reply Posts](#) | to do: 11:59pm |
| | Page [Unit 5 Discussion Reply Posts](#) | to do: 11:59pm |
| Thu Oct 19, 2023 | Discussion Topic [Unit 6 Discussion: Visioning & Planning Experiences](#) | due by 11:59pm |
| Sun Oct 22, 2023 | Assignment [Strategic Foresight (Module 2, 5-6) Reflection](#) | due by 11:59pm |
| | Assignment [Unit 6 Assignment: Visioning & Planning](#) | due by 11:59pm |
| | Page [Unit 6 Discussion 1 Reply Posts](#) | to do: 11:59pm |

| Date | Details | Due |
|---|---|---|
| | Page [Unit 6 Discussion Reply Posts](#) | to do: 11:59pm |
| Thu Oct 26, 2023 | Discussion Topic [Unit 7 Discussion: Strategic Planning in Your Organization](#) | due by 11:59pm |
| Sun Oct 29, 2023 | Assignment [Unit 7 Assignment: Strategic Planning and Balanced Scorecard Paper](#) | due by 11:59pm |
| | Page [Unit 7 Discussion 2 Reply Posts](#) | to do: 11:59pm |
| | Page [Unit 7 Discussion Reply Posts](#) | to do: 11:59pm |
| Thu Nov 2, 2023 | Discussion Topic [Unit 8 Discussion 1: Strategic Planning, Operational Planning, and Execution of the Portfolio](#) | due by 11:59pm |
| | Discussion Topic [Unit 8 Discussion 2: Annual Operational Plan](#) | due by 11:59pm |
| Sun Nov 5, 2023 | Page [Midterm Course Evaluation](#) | to do: 11:59pm |
| | Page [Unit 8 Discussion 1 Reply Posts](#) | to do: 11:59pm |
| | Page [Unit 8 Discussion 2 Reply Posts](#) | to do: 11:59pm |
| Thu Nov 9, 2023 | Discussion Topic [Unit 9 Discussion: Leadership Evolution](#) | due by 11:59pm |
| Sun Nov 12, 2023 | Assignment [Unit 9 Assignment: Agile Culture Development Matrix](#) | due by 11:59pm |

| Date | Details | Due |
|---|---|---|
| | Page [Unit 9 Discussion Reply Posts](#) | to do: 11:59pm |
| Thu Nov 16, 2023 | Discussion Topic [Unit 10 Discussion: Empowered Teams](#) | due by 11:59pm |
| Sun Nov 19, 2023 | Assignment [Strategic Planning (Module 7-10) Reflection](#) | due by 11:59pm |
| | Assignment [Unit 10 Assignment: Vision Through Action](#) | due by 11:59pm |
| | Page [Unit 10 Discussion Reply Posts](#) | to do: 11:59pm |
| Thu Nov 23, 2023 | Discussion Topic [Unit 11 Discussion: Example Changes](#) | due by 11:59pm |
| Sun Nov 26, 2023 | Assignment [Unit 11 Assignment: Change Analysis](#) | due by 11:59pm |
| | Page [Unit 11 Discussion 2 Reply Posts](#) | to do: 11:59pm |
| | Page [Unit 11 Discussion Reply Posts](#) | to do: 11:59pm |
| Thu Nov 30, 2023 | Discussion Topic [Unit 12 Discussion: Building Awareness](#) | due by 11:59pm |
| Sun Dec 3, 2023 | Assignment [Unit 12 Assignment: ADKAR Analysis – Part 1](#) | due by 11:59pm |
| | Page [Unit 12 Discussion 1 Reply Posts](#) | to do: 11:59pm |

| Date | Details | Due |
|------|---------|-----|
| | Page [Unit 12 Discussion Reply Posts](#) | to do: 11:59pm |
| Thu Dec 7, 2023 | Discussion Topic [Unit 13 Discussion: Knowledge Without Ability](#) | due by 11:59pm |
| Sun Dec 10, 2023 | Assignment [Change Management (Module 11-13) Reflection](#) | due by 11:59pm |
| | Assignment [Unit 13 Assignment: ADKAR Analysis – Part 2](#) | due by 11:59pm |
| | Page [Unit 13 Discussion 1 Reply Posts](#) | to do: 11:59pm |
| | Page [Unit 13 Discussion Reply Posts](#) | to do: 11:59pm |
| Sun Dec 17, 2023 | Assignment [Unit 14: Final Project](#) | due by 11:59pm |
| | Page [Final Course Evaluation](#) | to do: 11:59pm |
| | Assignment [Final Grade](#) | |