

Course Syllabus

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Course Information

This course is offered collaboratively through the UW MBA Consortium. Campus-specific course information is listed below:

Course Title:

UW-Eau Claire: MBA 762 – Organizational Leadership and Change

UW-Oshkosh: MBA 790

UW-LaCrosse: MBA 700

Credit Hours: 1.5

Course Term: Fall 2023

Delivery Mode: Online

Course Dates: September 11, 2023 - October 29, 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

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Course Description

Today's turbulent times require that our organizations make significant changes, which means they need to be led by people who are not only willing to change, but are well-equipped and willing to help others change as well. What strategies are required? Who is responsible? These and other related questions are examined in this class.

The world is changing at an exponential rate. As the world changes, our leadership styles and abilities also need to adapt and change. We will start this course by examining the changing environment and why organizations often fail at implementing change, because understanding the pathologies of change will provide the foundation that we will build upon to learn about the strategies and forces leaders need to understand to help them drive successful change.

According to John P. Kotter, author of the two books that will guide us through the next seven weeks, “Management makes a system work. It helps you do what you know how to do. Leadership builds systems or transforms old ones. It takes you into territory that is new and less well known, or even completely unknown to you” (Kotter, 2012). There isn’t a magical “fix” that leads an organization through change. No one definition or successful application process fits all situations and contingencies. As leaders, we need to skill up, stand up, and perform at the top of our games to ensure that our organizations survive and thrive through the many changes it will face, whether those changes result from the external forces or internal business decisions. Or both.

This course won't be the last education you have about leadership, because learning how to be a good leader is a process that's always evolving. This course will provide the foundation on which you can continue to refine and build your leadership skills so you can successfully lead your organization through the challenges brought on by a constantly changing world.

Learning Outcomes

After completing this course, you should be able to:

- Understand the link between effective leadership strategies and successful implementation of change.
- Explain the reasons firms fail at implementing change and what strategies can be used to avoid them.
- Plan and implement organizational changes by applying effective methodologies.
- Understand how to effectively lead others through change.

Required Course Materials

Textbooks

Two textbooks and a case study are required for this class. They may be purchased together in a digital format as a [Harvard Business Review \(HBR\) coursepack](#)[Links to an external site.](#). We have created this coursepack so you can easily gain access to required readings for the course. If you purchase the books through Harvard Business Review, you do not need to purchase them separately. Following are details about the books and case study if you choose to purchase somewhere other than Harvard Business Review.

Title: Leading Change (1R edition, 2012)

Authors: Kotter.

ISBN: 978-1422186435

Title: The Heart of Change (1 edition, 2012)

Authors: Kotter.

ISBN: 978-1422187333

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 textbooks](#)[Links to an external site.](#)

Contact mba@uwec.edu with any materials-related concerns.

Case Study

Title: Transforming ICRISAT: The Leadership of Dr. William Dar (2012)

Authors: Sunita Mehta and Surya Kant Sharma

This case can be purchased as part of the HBR coursepack for this course.

Technology

Access to a working computer and high-speed Internet connection that is capable of accessing Canvas is required for the duration 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: Overview of Leadership and Change

- The reasons firms fail at implementing change
- The link between organizational change and leadership

Unit 2: The Process of Change

- The strategies and forces that drive successful change
- Introduction to Kotter's eight-stage process for leading change

Unit 3: Planning for Successfully Leading Change

- Establishing a sense of urgency
- Creating the guiding team

Unit 4: The Change Vision

- Developing the right vision and strategy for change
- Communicating the vision and strategy effectively

Unit 5: The Implementation Process

- Empowering action
- Creating short-term wins
- Lists of advice from change management experts

Unit 6: Holding the Gains...and the Attitudes

- Supporting the implementation of change
- Creating a change culture

Unit 7: Bringing it All Together

- Leading the organization of the future
- Keeping up with the increasing rate of change

Assignments and Activities

The following is a brief outline of the assignments and activities included in this course.

Discussions

- 1.4a: Unit 1 Discussion
- 2.3a: Unit 2 Discussion
- 3.3a: Unit 3 Discussion
- 4.3a: Unit 4 Discussion
- 5.3a: Unit 5 Discussion
- 6.3a: Unit 6 Discussion
- 7.3a: Unit 7 Discussion

Assignments

- 3.4: Leader Interview Paper
- 4.4: Case Study Analysis
- 6.4: Organizational Change Paper
- 7.3b: Great Change Leaders "Top X" List

In addition to class participation, your course grade will depend on your performance in the assessment activities in the course. A total of 250 points will be awarded throughout the course.

Assignment	Points
Leader Interview Paper	35

Case Study Analysis	35
Organizational Change Paper	80
Unit 7 Discussion - Great Change Leaders "Top X" List	30
Weekly Discussions	70
TOTAL	250

A comprehensive list of all course activities is listed in the calendar.

Final Letter Grades Scale

Percentage	UW-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:

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

If your absence falls into the excused absence category, please contact me as soon as possible. I may request that you provide documentation, and I may need time to make alternative assessments available to you.

Late Work Policy

Timely completion of all assignments is critical to student success in an MBA program.

- Written assignments receive a five (5) percent reduction for each day they are late
- Week 7 assignments will not be accepted late
- No extensions are available for the weekly discussions

For written assignments, I may grant limited due date extensions for unexpected business, health, or personal emergencies. To be considered for such an extension, you must ask in advance of the due date and support the request by a compelling rationale that will be fair to others in the class. Any such extension will be for a specific time period, not to exceed one week.

What You Can Expect From Me

I will do my utmost to respond to your questions within 24 hours. The same applies to questions you pose in the [Ask the Class/Raise Your Hand](#) discussion area (although a classmate may answer you before that). I will grade your assignments in a timely manner.

Please note that while I am sympathetic to the fact that most - if not all - of you are working professionals, and many of you prefer to work on assignments during the

weekend, the Consortium administrators may not be able to reply to queries on assignments over the weekend.

What I Expect From You

The advantage of taking an online course is that class communication and your participation can happen anytime. You're not limited to regular class or office hours and flexibility is built-in; you can "attend" whenever it's convenient for you. However, although online courses are asynchronous (people are not online at the same time), there are deadlines to follow. Get into the habit of logging in daily to check for any announcements and/or updates, and complete the weekly readings, viewings, etc. as soon as possible, so you are thoroughly prepared to a) do your best work, and b) contribute fully to group work and discussions. Though this is a 1.5-credit elective, it is still an MBA-level course, which means MBA-level rigor and expectations apply.

Online courses require your participation in discussions, including original posts to each discussion topic and responses to other students' posts. These discussions play a crucial role in your learning experience and contribute a significant portion of your grade. If you don't keep up with the readings and assignments, you won't be able to contribute meaningful, timely discussion comments. You can avoid this by scheduling specific times during each week when you will engage in course activities.

Here are a few more things you should do as soon as possible:

- Please review the following pages: [Student Responsibilities in an Online Course](#)[Links to an external site.](#) and [Strategies for Success](#)[Links to an external site.](#)
- Be ready to participate in the course starting on the first day. Be familiar with this course site, complete your [Introduction](#), and read everything in the **Course Information** module.
- Discussion requirements vary between courses, so please read the [Discussion Rubric](#) carefully.
- Ensure you are using the latest version of Google Chrome. Read [How to Update Chrome to the Latest Version](#)[Links to an external site.](#) for more information.
- Expect to spend at least six hours each week on the readings, class discussions, and assignments. The time you need to spend depends on the activities for that unit.
- It's a good idea to be on the site at least daily to check announcements and review online materials.
- Keep up with reading all instructor commentary, announcements, and reading materials and posted comments before participating in the online discussions.
- When you have questions about assignments, discussions, or anything that applies to the entire class, please use the [Ask the Class](#) discussion board. If you send me an email or a Canvas message with a question that isn't

specifically about you/your situation, I will answer it in the [Ask the Class](#) discussion board, not as a reply to your email.

- Contact the course's technical support staff if you have technical concerns about this site; the UW System MBA Consortium Tech Support Staff can be contacted at BizHelp@uwec.edu.

Citing Sources

All quotes and direct references must include citations (see exceptions below for class discussions). Please use APA (American Psychological Association) formatting to cite your sources (this is the default the MBA program). If you need assistance with APA formatting, [visit Purdue's Online Writing Lab \(OWL\) for APA StyleLinks to an external site.](#)

If you use reference material for any of these assignments, be sure that your source is legitimate and represents the primary source (vs. an article that quotes or summarizes the primary source). Wikipedia and similar online sites are *not* appropriate "research" sources for a graduate course. While you may use such websites as a means of gathering background information about a topic about which you have little knowledge, you should not quote from Wikipedia or similar sites. Use the information gathered from those websites only to help direct your search for more legitimate sources, which can be found through your library resource site.

For discussion posts, if you are referring to an:

- Assigned resource, such as the Kotter books or the assigned articles, you do NOT need to include a formal citing at the end of your post; refer to the reading in the context of your comments as needed
- Outside source that's available online, link it within the text or cite it as you'd cite a reference in an assignment
- Outside source that isn't available online, cite it as you'd cite a reference in an assignment

Academic Conduct

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 Policy

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 I specify otherwise, all work that you turn in to me 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 Purdue](#) for APA citation guidelines. We use Turnitin to check the originality of assignments.
- 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 Initiative](#) and with [Section 508](#) guidelines. Additionally, Canvas was certified as a [substantially conformant LMS](#) 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 at 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 Student Code of Conduct	1am
	Discussion Topic 1.3 Student Introductions	to do: 11:59pm
Wed Sep 13, 2023	Discussion Topic 1.4a Unit 1 Discussion - Initial post due!	due by 11:59pm
Fri Sep 15, 2023	Page 1.4b Unit 1 Discussion - First two responses due!	to do: 11:59pm
Sun Sep 17, 2023	Page 1.4c Unit 1 Discussion - Final responses due!	to do: 11:59pm

Date	Details	Due
Wed Sep 20, 2023	Discussion Topic 2.3a Unit 2 Discussion - Initial post due!	due by 11:59pm
Fri Sep 22, 2023	Page 2.3b Unit 2 Discussion - First two responses due!	to do: 11:59pm
Sun Sep 24, 2023	Page 2.3c Unit 2 Discussion - Final responses due!	to do: 11:59pm
Wed Sep 27, 2023	Discussion Topic 3.3a Unit 3 Discussion - Initial post due!	due by 11:59pm
Fri Sep 29, 2023	Page 3.3b Unit 3 Discussion - First two responses due!	to do: 11:59pm
Sun Oct 1, 2023	Assignment 3.4 Leader Interview Paper	due by 11:59pm
	Page 3.3c Unit 3 Discussion - Final responses due!	to do: 11:59pm
Wed Oct 4, 2023	Discussion Topic 4.3a Unit 4 Discussion - Initial post due!	due by 11:59pm
Fri Oct 6, 2023	Page 4.3b Unit 4 Discussion - First two responses due!	to do: 11:59pm
	Page Midterm Course Evaluation	to do: 11:59pm
Sun Oct 8, 2023	Assignment 4.4 Case Study Analysis	due by 11:59pm
	Page 4.3c Unit 4 Discussion - Final responses due!	to do: 11:59pm

Date	Details	Due
Wed Oct 11, 2023	Discussion Topic 5.3a Unit 5 Discussion - Initial post due!	due by 11:59pm
Fri Oct 13, 2023	Page 5.3b Unit 5 Discussion - First two responses due!	to do: 11:59pm
Sun Oct 15, 2023	Page 5.3c Unit 5 Discussion - Final responses due!	to do: 11:59pm
Wed Oct 18, 2023	Discussion Topic 6.3a Unit 6 Discussion - Initial post due!	due by 11:59pm
Fri Oct 20, 2023	Page 6.3b Unit 6 Discussion - First two responses due!	to do: 11:59pm
Sun Oct 22, 2023	Assignment 6.4 Organizational Change Paper	due by 11:59pm
	Page 6.3c Unit 6 Discussion - Final responses due!	to do: 11:59pm
Wed Oct 25, 2023	Discussion Topic 7.3a Unit 7 Discussion - Initial post due!	due by 11:59pm
Sun Oct 29, 2023	Assignment 7.3b Great Change Leaders "Top X" List	due by 11:59pm
	Page Final Course Evaluation	to do: 11:59pm
Fri Feb 23, 2024	Calendar Event Complete the course evaluation	12am
	Assignment Final Grade	