

**University of Baltimore**  
**Yale Gordon College of Liberal Arts**  
**Division of Applied Psychology and Quantitative Methods**

**Change Management (3 credits)**  
**APPL.658.185                  Spring 2019**

<b>Instructor:</b> Todd Walther	<b>Phone:</b> 443.542.4580
<b>Office hours:</b> By appointment	<b>E-mail:</b> <a href="mailto:tbwalther@gmail.com">tbwalther@gmail.com</a>
<b>Meeting time:</b> Thursdays, 8:15pm – 10:45pm	<b>Location:</b> AC 233

**I. Course Description:** Theory, findings and methods relating to how organizations manage and mismanage change. Students learn about techniques to assess and implement organizational change. Through hands-on activities, they learn to develop and implement change management programs, including skills training and team building. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

**II. Course objectives:**

1. Articulate the values, assumptions, and methods underlying the practice of change management.
2. Describe methods used in planning, designing, implementing, and evaluating change management in organizations.
3. Design, implement, and facilitate learning sessions in organizational settings in relevant change management concepts and methods.

**III. Class format:** Class activities will include discussion of assigned reading, structured activities, case studies, student teaching presentations, and lectures.

**IV. Required text:**

Spector, B. (2013). *Implementing Organizational Change: Theory into Practice (3<sup>rd</sup> ed.)*. Upper Saddle River, New Jersey: Prentice Hall. ISBN-13: 978-0132729840

Heath, C. & Heath, D. (2010). *Switch: How to Change Things When Change Is Hard*. New York: Broadway Business. ISBN-13: 978-0385528757

**V. Grading:**

Attendance and Classroom Participation	20%
Learning Team Project	20%
Mid-term Exam	30%
Final Exam	30%

**Special Topic: Change Management - Walther**  
**APPL.58.185      Spring 2019**

- VI. Learning Team Project:** Form a team of students and implement a change management project based upon the course learnings. Design and develop a 60-minute class presentation that sufficiently presents the project, including the outcomes and lessons learned. Sufficient class time will be allocated to provide direction and feedback to the student teams. Presentations will occur during the final two classes of the course. Each team should create and distribute hand-outs including, at minimum, an outline of your presentation and a bibliography to all students in the classroom. An interactive and engaging presentation is highly desirable.
- VII. Mid-Term Exam:** The mid-term exam will be designed to test knowledge learned during the first half of the semester. No collaboration or sharing of work is allowed from the time the test is distributed until the time it is collected for grading. This applies to in-class or take-home exams. The University of Baltimore's Academic Integrity Policy will be used as guidance, and at a minimum, such collaboration will result in non-credit for work, a "zero" for the work submitted.
- VIII. Final Exam:** The final exam will be a comprehensive test of all information learned during the entire semester. No collaboration or sharing of work is allowed from the time the test is distributed until the time it is collected for grading. This applies to in-class or take-home exams. The University of Baltimore's Academic Integrity Policy will be used as guidance, and at a minimum, such collaboration will result in non-credit for work, a "zero" for the work submitted.
- IX. Class Participation:** In class, we will discuss the chapter, assigned business case and any other specific topics assigned to be covered that day. Attendance will be a major factor in your class participation grade, as it is very difficult to participate when you are not there. Your participation in these discussions will also determine your class participation grade.
- X. Schedule of Assignments:** The course schedule is subject to change over the course of the semester based upon pace of the class, interest of the students, and possible emerging topics of greater relevance to support course objectives.
- XI. Academic Integrity Policy**  
Academic Integrity is very important and I will take this policy very seriously. Please visit [http://www.ubalt.edu/campus-life/student-handbook.cfm#Academic\\_Integrity](http://www.ubalt.edu/campus-life/student-handbook.cfm#Academic_Integrity) if you have any questions about the Academic Integrity Policy.

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	<u>Topic</u>	<u>Text Assignment</u>
1/30	Understanding organizational change	<u>Implementing Organizational Change: Theory into Practice: Chapter 1</u>
2/6	Theories of effective change implementation	Implementing Organizational Change: Theory into Practice: Chapter 2
2/13	Mutual engagement and shared diagnosis	<u>Implementing Organizational Change: Theory into Practice: Chapter 3</u>
2/20	Organization Redesign	<u>Implementing Organizational Change: Theory into Practice: Chapter 4</u>
2/27	People Alignment	<u>Implementing Organizational Change: Theory into Practice: Chapter 5</u>
3/6	Reinforcing New Behaviors	<u>Implementing Organizational Change: Theory into Practice: Chapter 6</u>
3/13	Mid-Term Exam	Mid-Term Exam
3/20	<i>Spring Break</i>	
3/27	Leading Change	<u>Implementing Organizational Change: Theory into Practice: Chapter 7</u>
4/3	Going Green	<u>Implementing Organizational Change: Theory into Practice: Chapter 8</u>
4/10	Switch	<u>Switch: How to Change Things When Change is Hard (Direct and Motivate sections)</u>
4/17	Team Project Preparation	Course Content Review
4/24	Switch P.II	<u>Switch: How to Change Things When Change is Hard (Shape and Sustain sections)</u>
5/1	Learning Team Project Presentations	Presentations and Final Exam Preparations
5/8	Learning Team Project Presentations	Presentations and Final Exam Preparations
5/15	Final Exam	Final Exam

**Student Success Resources**

Additional access and support resources are available for all students at UB. Please check out the Student Success resources document posted on the University of Baltimore web server: <https://www.ubalt.edu/policies/academic/Student-Success-Resources-Syllabus-Addendum.pdf>