

# Course Syllabus

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## Course information

Course number and title: MQM 383 - Leading Organizational Change

Course format: Hybrid

Time and location: 12:35pm - 1:50pm, SFHB 367

Prerequisites: MQM220; MQM221

### Required Materials

- Deszca, G., Ingols, C., Atanassova, E., & Cawsey, T.F. (2025). Organizational change: An action-oriented toolkit. (5th Ed.) Sage. (ISBN: 9781071876312) (You may purchase the book via [this link](#) ) (<https://collegepublishing.sagepub.com/products/organizational-change-5-279083>.)
- Harvard Business Publishing [course pack](#)  (<https://hbsp.harvard.edu/import/1322636>)

### Recommended Materials

- Kotter, J. Leading change. Boston: Harvard Business School Press. (ISBN 0875847471) (Note: the e-book is available for free via Milner Library)

## Instructor Information

**Instructor**

Dr. Yongmei Bally

**Office Hours**

Tuesday, 11:30am-12:30pm, and by appointment



**Phone**

SFHB410

630.877.6196 (Cell)

**Email**

[yliu2@ilstu.edu](mailto:yliu2@ilstu.edu) (<mailto:yliu2@ilstu.edu>)

## Course Description

The course examines forces behind organizational change in our complex world today, various change frameworks and approaches to change, critical processes and issues related to change implementation, and the role of leadership in the change process. The course readings and activities are aimed at expanding awareness and knowledge of the external and internal forces behind change, the

process through which organizations change, and the managerial and leadership skills needed in successful organizational change efforts.

## Learning Objectives

Upon the completion of this course, you should be able to:

- Identify external and internal forces that drive an organizational change.
- Analyze organizational change processes using various change frameworks and diagnostic tools that guide organizational change practices.
- Discuss reasons behind successful or failed organizational transformation efforts.
- Identify skills and personal attributes of effective change leaders, and appreciate various roles of leadership in different stages of change.
- Practice applying Deszca, Ingols, and Atanassova's change path model to identify key change leadership issues, analyze the effectiveness of organizational change efforts, and provide recommendations.

## Course Format and Schedule

This is a hybrid course, with both asynchronous and in-person sessions. Detailed information on the modality of each class meeting is available in the tentative course schedule (available in Modules).

We will use a variety of learning tools, including lecture, in-class exercises, cases, and simulations. There will be both individual and group activities and assignments. For each hour of in-person class time, you should plan to spend at least 2 to 4 hours to read and reflect, as well as completing assignments.

## Canvas Access

All students are required to gain access and visit the Canvas course website. This site will provide you with all course documents, including the syllabus, course schedule, assignments, course announcements, and grade information. Visiting this site regularly will be vital to your success in the course. To access Canvas, go to [canvas.illinoisstate.edu](https://canvas.illinoisstate.edu) and log in through Central Login. If you need assistance using Canvas, please click [here \(https://help.illinoisstate.edu/technology/support-topics/canvas/canvas-student-resources\)](https://help.illinoisstate.edu/technology/support-topics/canvas/canvas-student-resources) for student resources. For technical assistance, Submit a Help Ticket or contact the [Technology Support Center \(TSC\) \(https://ithelp.illinoisstate.edu/\)](https://ithelp.illinoisstate.edu/) at (309) 438-4357, by email at SupportCenter@IllinoisState.edu, or by Live Chat at Help.IllinoisState.edu.

## Technology Use and Electronic Communication

You will need to have access to a laptop and the internet to effectively participate in the course.

Unless otherwise notified, all work must be submitted through Canvas Assignments. Submission of assignments via my ilstu email will not be graded. – **NO EXCEPTIONS**. Technological failures of any sort will not be considered legitimate reasons for late assignments. So, make sure you follow through the submission process to ensure that your work is indeed submitted.

## Evaluation of Performance

In order to take into account various learning styles, your performance is evaluated as follows:

Graded items	Possible points	Percentage
Quizzes	200	33%
Simulation	60	10%
Homework	100	17%
Participation	60	10%
Change leader interview project	150	25%
Peer evaluation	30	5%
Total	600	100%

Grade	Percentage
A	90 – 100
B	80 – 89
C	70 – 79
D	60 – 69
F	0 – 59

Grades are based solely on performance and are non-negotiable. No personal problems will be taken into account in assigning grades.

**Late Assignment:** Unless otherwise specified, an assignment is to be turned in via Canvas before class on the due date. An assignment turned in later than the due date will be reduced by a letter grade for each calendar day that it is late.

**Grievance procedure.** If you have a challenge to a specific exam question, you must use the established Grievance Procedure. The Grievance Procedure requires you to present your case to me in writing with the following information: (a) Student name, (b) Question or item number, (c) Your answer to the question, (d) The basis to support your alternative, such as text pages, with clear rationale. I will review any grievances and will make a judgment about whether additional points will be awarded for the item in question.

# Assignments Details

## Quizzes (200 points)

There will be 11 online quizzes (20 points each). The quizzes will be multiple-choice, true or false, or fill-in-the-blank questions. The questions will be based on assigned readings, not cases. Your lowest quiz grade will be dropped.

## Change Simulation (60 points)

You will work in groups to run a change simulation in which you take steps to lead an organizational change process. You will conduct two runs – one individual run (un-graded trial run) and one group run (graded). After completing the group run, every group will submit a lessons-learned report (1-2 pages, single-spaced), in which you discuss the decisions you made in the simulation, your successful as well as failed moves, and what the experience taught you in terms of managing change. In the report, do not try to summarize your moves. Instead, discuss the overall strategies you deployed (e.g., what was your overall game plan? What were your decision factors in making certain moves first vs. later.), and relate your success or failure to topics we learned about leading change. Your grade will be based on both the results of the simulation (50%) and the quality of your report (both content and quality of writing - 50%).

## Homework assignments (100 points)

Application-based homework assignments will be assigned throughout the semester. The main purpose of the assignment is to ensure that you demonstrate an accurate understanding of course concepts and can effectively apply analytical tools in change management. These assignments include both individual and group work.

## Participation (60 points)

Your participation in the assigned learning activities is critical not only for your personal learning but also for the learning of your classmates. Much of the value of the class comes from prepared, thoughtful, and informed dialogue between you and your classmates.



Your participation will be evaluated primarily based on your contributions to class discussions (in terms of both quantity and quality). Quality comments include adding new insights to the readings, offering a unique and relevant perspective on the issues, contributing to moving the discussion and analysis forward, extending rather than repeating others' comments, and demonstrating reflective thinking.

Key criteria that will be used in evaluating contributions to class discussion include:

1. Participating in class discussions or activities in a manner that enables other students to understand and engage with the learning points;
2. Answering questions posed by the instructor or other students;
3. Discussing examples from one's own experience or from recent articles that either support or contradict ideas discussed in the text or those shared by others;

4. Providing insights to course readings, cases, or issues beyond simply reading and repeating what is already presented;
5. Clarity of argument and explanation;
6. Evidence of analysis and appropriate support for arguments as opposed to simply expression of opinion;
7. Extent to which your input fits into the preceding discussion (This doesn't necessarily mean agreeing with everything that has previously been said);
8. Extent to which your input helps further the understanding of particular topic/issue, synthesize different points of views, help resolve conflictive views on/ideas about the same issue, or otherwise further the discussion topic or issue at hand;
9. Succinctness of contribution as opposed to simply taking up class time.

In every class, I evaluate your level of participation using a scale from 0 (didn't participate/no contribution) to 4 (excellent contribution). Your final grade will be based on your accumulated points and how your points compare with those of the rest of the class. There will be no make-ups for missed in-class activities.

In addition to your contribution to class discussions, part of your participation will be based on the completion of learning activities and assignments. Throughout the semester, various assignments, including in-class exercises, individual and group case analysis worksheets, a trial run of Simulation 2, etc., will be assigned. These assignments are graded on a completion basis only. However, the quality of your work will be considered when assigning letter grades when your grade points are marginal. All group assignments are to be completed with your learning group formed at the beginning of the semester. Feedback on your participation grade will be given roughly every 4 weeks. If you have questions or concerns about your participation, however, feel free to talk to me at any time.

Note: While class attendance and completion of homework are not graded alone as part of your participation, consistent attendance ensures you opportunities to participate in in-class discussions, and *completion of homework is not optional*. Missing any homework assignment will result in the student not receiving the course credit. Attendance and homework completion are also factors that I consider when assigning final grades in situations when a student is in between letter grades.

### **Change leader interview project (150 points)**

The success of any organizational change is often dependent upon the skill and knowledge of the change leader. Talking to that leader and discovering what drives them and what leads to success can be an exciting exploration into the field of organizational change. In this group assignment, you are to identify a leader who has been deeply involved in a change project and who will agree to be interviewed. Interview the leader, write an integration of what you learned, and make a presentation to the class. More details of this project can be found in Canvas Assignments.

### **Peer evaluation (30 points)**

To encourage teamwork, your performance as a team member throughout the semester will be evaluated by your peers. The peer evaluation is due on the last day of class. The form will be available on Canvas. Failure to complete and submit this evaluation in the required format by the due date will result in a grade of 0 for your own peer evaluation score.

## Expectations of Class Members

I expect all students to show respect and consideration for the instructor and other students. The ability to show respect and consideration is essential to creating an effective learning environment. Furthermore, it prepares you for appropriate behaviors in the workplace. If you do not behave professionally in the classroom, your grade will be negatively impacted.

There will not be enough time to cover all of the course materials in class, so our meetings will focus on understanding the big picture and applying the concepts to real business situations. You should prepare the assignments prior to class so that you are ready to discuss and apply management concepts. Plan to spend 1 to 2 hours working on your own for each classroom hour. If you have trouble understanding the readings, ask questions. I expect class members to participate as equal partners in the class learning experience. As a partner, I welcome your feedback and suggestions about how to improve the learning environment.

All class members are expected to:

- Show respect and consideration for other students, the instructor, and any class visitors,
- Attend Zoom meetings and sign in before class begins,
- Prepare for class by reading all assigned material and preparing assigned homework,
- Participate in class discussions and exercises,
- Treat others as you would wish to be treated,
- Contribute to the learning of other class members,
- Ask questions when you do not understand material, assignments, or anything else.
- Follow the **[ISU Code of Student Conduct \(https://deanofstudents.illinoisstate.edu/conduct/code/\)](https://deanofstudents.illinoisstate.edu/conduct/code/)** and refrain from all forms of academic dishonesty.

## Academic Integrity

You are expected to be honest in all academic work, consistent with the academic integrity policy as outlined in the **[Code of Student Conduct \(https://deanofstudents.illinoisstate.edu/conduct/code/\)](https://deanofstudents.illinoisstate.edu/conduct/code/)** and any additional syllabus language. All work is to be appropriately cited when it is borrowed, directly or indirectly, from another source. Unauthorized and/or unacknowledged collaboration on any work, or the presentation of someone else's work, is plagiarism.

Content generated by an Artificial Intelligence third-party service or site (AI-generated content) without proper attribution or authorization is another form of plagiarism. If you are unsure about whether something may be plagiarism or another form of academic dishonesty, please reach out to me to discuss

it as soon as possible. Any allegation of academic dishonesty may be referred to **[Student Conduct and Community Responsibilities \(https://deanofstudents.illinoisstate.edu/conduct/\)](https://deanofstudents.illinoisstate.edu/conduct/)**, a unit of the Dean of Students Office, for possible review. If found responsible for academic dishonesty, a grade penalty can also be applied.

## Generative AI use

In this course, students may use generative AI tools (such as ChatGPT or Adobe Firefly) to complete assigned work, so long as the use of generative AI tools is properly disclosed.

## Technological Support

All students are encouraged to take the Introduction to Technology Quickstart Orientation, found here: **[IllinoisState.edu/Quickstart \(http://illinoisstate.edu/quickstart\)](http://illinoisstate.edu/quickstart)**.

Additionally, technology support can be found at **[Help.IllinoisState.edu/Technology \(http://help.illinoisstate.edu/technology/\)](http://help.illinoisstate.edu/technology/)**, which includes hundreds of help articles on ISU technology, including Canvas, My.IllinoisState.edu, email, and WiFi. Phone and live chat support with the Technology Support Center is available through that site as well. Walk-up support, computer repair, and tech purchases are available at TechZone, located on the first floor of the Bone Student Center, as well as at **[TechZone.IllinoisState.edu \(https://techzone.illinoisstate.edu/\)](https://techzone.illinoisstate.edu/)**.

Two software packages are available at no additional charge: **[Microsoft 365 \(https://help.illinoisstate.edu/technology/support-topics/communication-and-collaboration-tools/microsoft-365\)](https://help.illinoisstate.edu/technology/support-topics/communication-and-collaboration-tools/microsoft-365)** (Word, Excel, PowerPoint, etc.) and **[Adobe Creative Cloud \(https://help.illinoisstate.edu/technology/support-topics/campus-applications-and-websites/adobe-creative-cloud/downloading-adobe-creative-cloud-applications\)](https://help.illinoisstate.edu/technology/support-topics/campus-applications-and-websites/adobe-creative-cloud/downloading-adobe-creative-cloud-applications)**. Students can install these programs on their personal computers.

Students who do not have access to the technology they need to be successful in their coursework should contact the Technology Support Center at **[Help.IllinoisState.edu/Technology \(http://help.illinoisstate.edu/technology/\)](http://help.illinoisstate.edu/technology/)** or **[\(309\) 438-HELP \(tel:3094384357\)](tel:3094384357)** (4357) to discuss options.

## Video or Audio Recording

The University wants to make students aware that a course may be recorded by the faculty member for later use. Please understand that each faculty member makes an individual decision on whether recording and/or sharing their class materials is warranted. Any recordings that a faculty member makes available are for use by students enrolled in the class and are for the purpose of individual or group study only. The recordings may not be reproduced, shared with those not in the class, or uploaded to publicly accessible web environments. Please do not independently record the course without prior

authorization from the faculty member or an approved accommodation from [Student Access and Accommodations Services \(https://studentaccess.illinoisstate.edu/\)](https://studentaccess.illinoisstate.edu/) office.

Students may not use audio or video devices to record classroom lectures or discussions. Students with disabilities who need to record classroom lectures or discussions must contact the [Student Access and Accommodation Services \(https://studentaccess.illinoisstate.edu/\)](https://studentaccess.illinoisstate.edu/). Students who violate this policy may be subject to both legal sanctions for violations of copyright law and disciplinary action under the University's [Code of Student Conduct \(https://deanofstudents.illinoisstate.edu/conduct/code/\)](https://deanofstudents.illinoisstate.edu/conduct/code/).

## Student Basic Needs

It's hard to learn if you're hungry or couch surfing. If you are having difficulty accessing sufficient food to eat every day, affording required course materials/technology, or securing a safe and stable place to live, help may be available. I urge you to contact the [Dean of Students Office \(https://deanofstudents.illinoisstate.edu/services/student-navigator/\)](https://deanofstudents.illinoisstate.edu/services/student-navigator/) to learn more.

## Student Wellbeing and Mental Health Resources

Life at college can get complicated. If you're feeling stressed, overwhelmed, lost, anxious, depressed or are struggling with personal issues, do not hesitate to call or visit [Student Counseling Services \(https://counseling.illinoisstate.edu/\)](https://counseling.illinoisstate.edu/) (SCS). These services are free and completely confidential. SCS is located at 320 Student Services Building, [\(309\) 438-3655 \(tel:3094383655\)](tel:3094383655).

If you are worried about a friend and don't know how to help, you can call SCS and ask to speak to a counselor. The [Kognito simulation \(https://counseling.illinoisstate.edu/outreach/kognito/\)](https://counseling.illinoisstate.edu/outreach/kognito/), available through SCS's webpage, can also help you learn how to assist your friend in connecting to services.

## Retention of Student Work

The instructor reserves the right to retain for pedagogical reasons either the original, or a copy, of any student's test, written assignment, paper, or other submissions by the student/student groups for this class. The Students' names will be deleted from any retained items unless arranged otherwise.

## Syllabus Changes

Dates and assignments documented in this syllabus are subject to change at the discretion of the instructor. Every effort will be made to provide any changes to the class in writing. Verbal notification at a class meeting, however, will constitute sufficient notice.

## Course Summary:

Date	Details	Due
Mon Aug 25, 2025	 <b>Quiz 1</b> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655211">https://canvas.illinoisstate.edu/courses/40049/assignments/655211</a>	due by 11:59pm
Mon Sep 1, 2025	 <b>Quiz 2</b> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655214">https://canvas.illinoisstate.edu/courses/40049/assignments/655214</a>	due by 11:59pm
Mon Sep 8, 2025	 <b>Quiz 3</b> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655212">https://canvas.illinoisstate.edu/courses/40049/assignments/655212</a>	due by 11:59pm
Mon Sep 22, 2025	 <b>Quiz 4</b> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655216">https://canvas.illinoisstate.edu/courses/40049/assignments/655216</a>	due by 11:59pm
Tue Sep 23, 2025	 <b>ATMI Hotel: Four-Frame model application</b> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655218">https://canvas.illinoisstate.edu/courses/40049/assignments/655218</a>	due by 12pm
Mon Sep 29, 2025	 <b>Interview project initial proposal</b> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655220">https://canvas.illinoisstate.edu/courses/40049/assignments/655220</a>	due by 11:59pm
Mon Oct 6, 2025	 <b>Quiz 5</b> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655207">https://canvas.illinoisstate.edu/courses/40049/assignments/655207</a>	due by 11:59pm
Mon Oct 13, 2025	 <b>Interview project revised proposal</b> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655222">https://canvas.illinoisstate.edu/courses/40049/assignments/655222</a>	due by 11:59pm
Mon Nov 3, 2025	 <b>Quiz 7</b> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655209">https://canvas.illinoisstate.edu/courses/40049/assignments/655209</a>	due by 11:59pm
Mon Nov 10, 2025	 <b>Quiz 8</b> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655217">https://canvas.illinoisstate.edu/courses/40049/assignments/655217</a>	due by 11:59pm
Mon Nov 17, 2025	 <b>Quiz 9</b> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655210">https://canvas.illinoisstate.edu/courses/40049/assignments/655210</a>	due by 11:59pm
Mon Nov 17, 2025	 <b>Quiz 10</b> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655213">https://canvas.illinoisstate.edu/courses/40049/assignments/655213</a>	due by 11:59pm

Date	Details	Due
Tue Nov 18, 2025	 <a href="#"><u>Jess Westerly at KaufLauf.Action Plan presentation</u></a> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655223">https://canvas.illinoisstate.edu/courses/40049/assignments/655223</a>	due by 3:30pm
Mon Dec 1, 2025	 <a href="#"><u>Interview project progress report</u></a> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655221">https://canvas.illinoisstate.edu/courses/40049/assignments/655221</a>	due by 11:59pm
Tue Dec 2, 2025	 <a href="#"><u>Quiz 11</u></a> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655208">https://canvas.illinoisstate.edu/courses/40049/assignments/655208</a>	due by 11:59pm
Mon Dec 15, 2025	 <a href="#"><u>Power and influence simulation reflection paper</u></a> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655226">https://canvas.illinoisstate.edu/courses/40049/assignments/655226</a>	due by 11:59pm
Tue Dec 16, 2025	 <a href="#"><u>Simulation: Power and influence</u></a> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655228">https://canvas.illinoisstate.edu/courses/40049/assignments/655228</a>	due by 11:59pm
Mon Dec 22, 2025	 <a href="#"><u>Group project: Change leader interview</u></a> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655219">https://canvas.illinoisstate.edu/courses/40049/assignments/655219</a>	due by 11:59pm
Thu Jan 1, 2026	 <a href="#"><u>Peer evaluation</u></a> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655225">https://canvas.illinoisstate.edu/courses/40049/assignments/655225</a>	due by 11:59pm
	 <a href="#"><u>Participation</u></a> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655224">https://canvas.illinoisstate.edu/courses/40049/assignments/655224</a>	
	 <a href="#"><u>PESTEL analysis</u></a> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/656271">https://canvas.illinoisstate.edu/courses/40049/assignments/656271</a>	
	 <a href="#"><u>Quiz 2</u></a> <a href="https://canvas.illinoisstate.edu/courses/40049/assignments/655227">https://canvas.illinoisstate.edu/courses/40049/assignments/655227</a>	

