



MASTER OF BIOTECHNOLOGY PROGRAM

Elective Course



BTC 2040H

CHANGE MANAGEMENT

Ann Armstrong

Winter/Spring Term, 2022

MASTER OF BIOTECHNOLOGY
UNIVERSITY OF TORONTO MISSISSAUGA
BTC 2040H – Change Management

Course Outline (Winter/Spring, 2022)

Class Location: Online (Zoom)
Class Times: Mondays, 10 Jan to 4 Apr, 6:30-8:45PM
Instructor: **Ann Armstrong, Ph.D.**
Office Location: Online
Office Hours: Before class and by appointment
Contact: ann.armstrong@utoronto.ca

Course Description

The course has two main objectives: (1) to introduce you to the field of organisation change management and (2) to enhance your analytic and implementation skills. It focuses on understanding organisational change, aligning human resources to organisational change, and implementing organisational change.

Our class process will be participative. As much of your learning will come from discussions and experiential exercises with your peers, it's vital you come prepared to make contributions of quality to the content and process of our classes. In our discussions, we'll practice our appreciative inquiry skills.

By the end of the course, you will be familiar with the current models of change management and how to apply them. As well, you will experience change through the course activities.

Course Material

- 1) A course package of cases and one reading that you will download directly from Harvard Business School. I will set up a 'course' on the HBS web site so you can download the material directly. The material is noted below with an *. As well, there are various articles from other sources such as Fast Company.
- 2) You will participate in a web-based simulation ExperienceChange™. Please note that the set-up for the simulation stills needs to be determined as it will be done virtually.

Marking Scheme

The breakdown of the grade for the course will be as follows:

Component	Weight	Due Date
Personal Forcefield Analysis	15%	Class 5
Case Analysis (Wes Hall...)*	20%	Class 8
Organisational Change Project (Team)	35%	Class 12
Final Assessment	30%	TBD
TOTAL: 100%		

Various

Please see me early in the term to discuss your proposed team project. Each member of your group for A2 and A3 will get the same grade. Should you encounter any group process obstacles, I'll be glad to act as or arrange a facilitator for your group.

I grade for content and form. When I assess form, I look at the extent to which your work is correct, clear, coherent, and concise.

SCHEDULE OF ACTIVITIES

* in the Course Pack

Unit	Date	Topic	Assignment
1	10-Jan	Realities of Change	<p>DISCUSSION: Role and Impact of Planned Change; Your Change Experiences.</p> <p>READ: Labarre, P. (1998, November 30). Leadership – Ben Zander. <i>Fast Company</i>. https://www.fastcompany.com/35825/leadership-ben-zander</p>
2	17-Jan	Leading Change 1	<p>READ: Kotter, J.P. (2007) Leading change: Why transformation efforts fail. <i>Harvard Business Review</i>. 85 (1), 96-103. <i>UTL link to journal or link to article.</i></p> <p>READ: Beer, M., & Nohria, N. (2000) Cracking the code of change. <i>Harvard Business Review</i>, 78 (3), 133-141. <i>UTL link to journal or link to article.</i></p> <p>PREPARE: Scarborough YMCA: Getting Back on Track.*</p>
3	24-Jan	Leading Change 2	<p>READ: Raffaelli (2016) Leading and Managing Change.*</p> <p>PREPARE: The Perils and Pitfalls of Leading Change: A Young Manager's Turnaround Journey.*</p>
4	31-Jan	Change Work	<p>READ: Tichy, N. (1997, April 30). Bob Knowling's change manual. <i>Fast Company</i>. https://www.fastcompany.com/28813/bob-knowlings-change-manual</p> <p>Dool & Drescher, Leader as Change Agent.*</p>

Unit	Date	Topic	Assignment
5	7-Feb	Developing a Change Model	READ: Katzenbach, J.R., Steffen, I., & Kronley, C. (2012). Cultural change that sticks. <i>Harvard Business Review</i> , 90 (7/8), 110-117. <i>UTL link to journal or link to article.</i> PREPARE: Monique Leroux: Leading Change at Desjardins.*
READING WEEK			
6	21-Feb	Implementing Change 1	READ: Cohen, Don't Let Up: Implementing and Sustaining Change.* PREPARE: Cummins India: Creating an Inclusive Workplace for Women.*
7	28-Feb	Implementing Change 2	READ: Kanter, R.M. (2004). Middle manager as innovator. <i>Harvard Business Review</i> , 82 (7/8), 150-161. <i>UTL link to journal or link to article.</i> PREPARE: "Do You Really Think We are so Stupid?" A Letter to the CEO of Deutsche Telekom (A)*
8	7--Mar	Leading Change 3	READ: Pascale, R.T., & Sternin, J. (2005) Your company's secret change agents. <i>Harvard Business Review</i> , 83 (5), 72-81. <i>UTL link to journal or link to article.</i> PREPARE: Organisational Transformation at the Centre for Addiction and Mental Health.*
9	14-Mar	Implementing Change 3a	ExperienceChange™ Simulation
10	21-Mar	Implementing Change 3b	ExperienceChange™ Simulation
11	28-Mar	Cultural Change	PREPARE: Benjamin Millepied at the Paris Opera Ballet.*
12	4-Apr	Wrap-up	TBD

Conduct of Classes

Full attendance, preparation, and participation are required for all in-class sessions and group work. We recognize that there may be valid reasons of illness and other major circumstances which prevent full attendance. We ask that you phone or email the instructor in advance and upon your return, provide the instructor with written documentation supporting the reason for your absence.

Expectation for Online Courses

Students are expected to display tolerance and respect in all communication. Communicate with others the same way you would in a traditional classroom. Comments and language should be respectful and appropriate for a university community. All comments should also follow acceptable grammar and spelling.

Online students must be self-starters and have the maturity and motivation to work independently. It is recommended to use time wisely, be organized, self-directed and be willing to use new modes of communication and learning. Students in online classes must follow the timetable of the class strictly. Although it is an online class, it is still a classroom session and punctuality is a must. It is important to put in the needed time for classes, read all the required course material carefully, and actively participate in online class activities.

Procedures & Rules

MISSED TEST(S)/FINAL EXAM: A student that misses a test due to illness must submit a completed University of Toronto Student Medical Certificate (available at: http://www.utm.utoronto.ca/registrar/sites/files/registrar/public/shared/pdfs/medcert_web.pdf) to the Instructor or Program Office (KN-2260). Only the University of Toronto Student Medical Certificate will be accepted in support of petitions that cite illness as the reason for the request. Documentation concerning physician examinations must show that the physician was consulted on the day of the test date or immediately after, i.e. the next day. A statement from a physician that merely confirms a report of illness and/or disability made by the student is not acceptable. Documentation citing non-essential, preplanned medical procedures will not be acceptable. All documents must be originals and must be presented in person with a valid UofT student card within 72 hours of missing the test. Beyond 72 hours from the test date, further documentation of continued illness or disability will be required from a physician.

A student that misses a test due to domestic tragedy, at the discretion of the instructor, must provide acceptable documentation validating the explanation for absence. If a test is missed and the student does not provide acceptable documentation validating the explanation for absence, a grade of "0" may be assigned at the instructor's discretion.

If a test is missed and validating documentation is accepted the students are expected to write a make-up test. Students must contact the instructor immediately by phone or email to make arrangements.

LATE ASSIGNMENTS: Late assignments may be accepted and the student should contact the instructor before the due date to alert her.

ACADEMIC MISCONDUCT: Students should note that copying, plagiarizing, or other forms of academic misconduct will not be tolerated. Any student caught engaging in such activities will be subject to academic discipline ranging from a mark of zero on the assignment, test or examination to dismissal from the university as outlined in the School of Graduate Studies academic handbook. Any student abetting or otherwise assisting in such misconduct will also be subject to academic penalties.

Students agree that by taking this course all required papers may be subject to submission for textual similarity review for the detection of plagiarism. All submitted papers will be included as source documents in the reference database solely for the purpose of detecting plagiarism of such papers

Communication

LOGGING IN TO YOUR QUERCUS COURSE WEBSITE

Like many other courses, BTC2040H uses Quercus for its course website. To access the BTC2040H website, or any other Quercus-based course website, go to the UofT portal login page at: <https://q.utoronto.ca> and log in using your UTORid and password. Once you have

logged in to the portal using your UTORid and password, look under the **Courses** menu item, where you'll find the link to the BTC2040H course website along with the link to all your other Quercus-based courses.

E-MAIL COMMUNICATION WITH THE COURSE INSTRUCTOR

At times, the course instructor may decide to send out important course information by e-mail. To that end, all UofT students are required to have a valid UofT e-mail address. You are responsible for ensuring that your UofT e-mail address is set up AND properly entered in the ROSI system.

Forwarding your utoronto.ca e-mail to a Hotmail, Gmail, Yahoo or other type of e-mail account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo accounts are filtered as junk mail, which means that e-mails from your course instructor may end up in your spam or junk mail folder.

You are responsible for:

1. Ensuring you have a valid UofT e-mail address, properly entered in the ROSI system
2. Checking your UofT e-mail account on a regular basis.

Standard of Conduct in this Course

Since this course is part of a program designed to give you a broad understanding of the world of business, we aim to run the course in a manner which is consistent with the world of business. We strive to provide accurate information, quality materials, and good service, consistent with our obligations to maintain the high academic standards of the Department of Management at the University of Toronto Mississauga.

In return, we expect that you will conduct yourself in a way that prepares you for the world of work.

1. We start on time, so please do not arrive late and disrupt others.
2. Leaving class early is also disruptive to your colleagues and will not be permitted unless you have made prior arrangements with the Instructor.
3. Turn off all electronic devices (e.g., cellular telephone, PDA, iPad, or similar devices, etc.) before entering class.
4. Keep up to date. Make sure that you know the class schedule. Check on the course web page for updates and posted materials.
5. During the class, respect the learning opportunities of others. Don't distract others by chatting with your neighbour. My expectation is that you will not only contribute to your own learning but also to that of others.