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Fall 2023 Organizational Change Syllabus

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CUNY City College

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ECO 31651 & PSY 31651 – Organizational Change
Professor Joe Abbondandolo, SHRM-SCP, Prosci® Certified Change Practitioner
Fall 2023 (Aug 25 – Dec 20)



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Course Time & Location: 3:30 pm - 4:45 pm, Tuesdays/Thursdays, NAC 7/305

Instructor Contact Information:

Office: NAC 7/302

Mobile/Text: 732-421-5155

Office Hours: **Calendly** <https://calendly.com/jabbondandolo-1>

Email (24-hour turnaround): jabbondandolo@ccny.cuny.edu

Required Texts: This is a Zero Textbook Cost (ZTC) course.

1. [**Focusing on Organizational Change**](#), Judge, William Q., 2012, Saylor Foundation, ISBN 13: 9781453332887.
2. [**Promise of a pencil: how an ordinary person can create extraordinary change**](#), Braun, Adam, 2014, Scribner, ISBN-13 9781476730639, is available at several CUNY libraries via [Interlibrary Loan](#) (ILL). You will need to create a free Internet Archive account at [Open Library](#) to access the full text.
3. [**Consultancy, Organizational Development and Change: A Practical Guide to Delivering Value**](#), Hodges, Julie, 2017, Kogan Page, ISBN 13: 9780749478636. Select EBSCOhost Web, click select all, click continue, enter book title, click search.). You will need to create an EBSCOhost account to download the full text.

Additional Materials:

1. ***HBR's 10 must reads on change management***, Kotter, John P. et al., 2011, Harvard Business Review Press, ISBN 978-1-4221-5800-5 is on reserve at Cohen Library.

Course Purpose:

This course addresses the issues, basic theories, and methods associated with organizational change and development in contemporary organizations. In this course, students will be exposed to several organizational issues, including the need for change, why organizations change or fail to change, the legal and regulatory issues associated with change, and how change helps organizations become more competitive and profitable. In this course, we explore various methods for change, and the process steps for changing an organization, and different analytical methods associated with assessing, planning, managing, and measuring change. Learning includes team and individual assignments, reading and discussing articles, and textbooks to facilitate knowledge development and transfer. The course also explores the role of leadership in change and how leaders affect change.

Learning Outcomes:

Ultimately, you will encounter many change issues and challenges in your career. This course is designed to help prepare you for these issues and challenges. The primary objectives of this course are to:

- Develop a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.
- Explore some of the ethical issues associated with change and organizational development.
- Develop an understanding of the strategic role of change in the organization and the impact of change (or failure to change) and resistance on organizational performance.
- Develop a basic understanding and fundamental knowledge of the change management models and theories.
- Learn how to apply some key concepts and tools of organizational development and change leadership and management.
- Develop an overall awareness of change as it relates to several different companies and industries, including the issues associated with operational change, process change, cultural change, technology change, strategic repositioning, and human relations.
- Learn how to apply a basic change management process in an organization.
- Have lots of fun learning cool stuff you can use in your career!

Tips for Success:

This is a highly interactive course. Given the course subject and my teaching style, participating will be relatively easy. I encourage you to explore various ways to express yourself and your ideas. We are all different in expressing ourselves, and a wide range of participation activities exist. Performance must be demonstrated individually and within teams in the class. Actively participate and contribute to class discussions by reading assignments before class.

Tentative Course Schedule: Dates and assignments are subject to change based on the progress of the course.

Week	Topic(s) and Assignments
Week 1 – Aug 29	Introductions, Syllabus Review, and Expectations Introduction to Organization Development & Change
Week 2 – Sep 5	Overview of Organization Development (OD) <ul style="list-style-type: none"> • The Nature of Planned Change & the OD Practitioner
Week 3 – Sep 12	Overview of Organization Development (OD) <ul style="list-style-type: none"> • Leadership & Organizational Capacity for Change (8 OCCs)
Week 4 – Sep 19	Overview of Organization Development (OD) <ul style="list-style-type: none"> • The Eight OCCs • Cracking the Code of Change by Michael Beer and Nitin Nohria
Week 5 – Sep 26	Process of Organization Development (OD) <ul style="list-style-type: none"> • Entering & Contracting
Week 6 – Oct 3	Process of Organization Development (OD) <ul style="list-style-type: none"> • Diagnosing & Collecting, Analyzing, and Feeding Back Diagnostic Information
Week 7 – Oct 12	Process of Organization Development (OD) <ul style="list-style-type: none"> • Designing Interventions
Week 8 – Oct 17	Process of Organization Development (OD) <ul style="list-style-type: none"> • Managing Change & Evaluating and Institutionalizing Organization Development Interventions
Week 9 – Oct 24	Human Process Intervention <ul style="list-style-type: none"> • Interpersonal, Group and Organizational Approaches
Week 10 – Oct 31	Technostructural Interventions <ul style="list-style-type: none"> • Restructuring & Employee Involvement
Week 11 – Nov 7	Technostructural Interventions Work Design
Week 12 – Nov 14	Human Resource Interventions <ul style="list-style-type: none"> • Performance & Talent Management
Week 13 – Nov 21	Human Resource Interventions <ul style="list-style-type: none"> • Workforce Diversity & Wellness
Week 14 – Nov 28	Strategic Change Interventions <ul style="list-style-type: none"> • Transformational Change
Week 15 – Dec 5	Strategic Change Interventions <ul style="list-style-type: none"> • Continuous & Transorganizational Change

Course Evaluation:
Reflection Paper: (15% of your overall grade)

Reflect and write about any aspect of organizational change, leadership theory, and practice from **HBR's 10 must-reads on change management**. Choose any article and submit your reflection paper through Bb. Click [here](#) for more information on how to write a reflection paper. I may ask you to share your paper with the class to enhance opportunities for collegial learning. Review the Reflection Paper rubric in Blackboard for evaluation. Papers should be double-spaced, using Times New Roman size 12 font and not more than three pages. The paper is due on **Monday, October 23**.

OD Facilitation Assignment: (20% of your overall grade)

Working in groups of 2, you must research OD intervention processes and choose one to facilitate with the class. Examples might be facilitating a brainstorming session, conducting an icebreaker that could be used before a meeting, or facilitating a simple group exercise with a specific goal of improving teamwork. Click [here](#) for some examples of OD interventions and [here](#) to watch a video. The facilitation should be approximately 25-30 minutes, including a short debrief at the conclusion. Review the OD Intervention rubric in Blackboard for evaluation. Preparation for these presentations will be completed outside of class. All team members are responsible for what is presented, communicated, and handed in. You MUST schedule a meeting with me using [Calendly](#) to discuss your intervention at least one week before giving it to the class. **If you do not meet with me, you will get a zero for the assignment.** Submit any PPTs and other documents using the Groups link in Blackboard. Let me know if you have any questions. **Sign up [here](#).**

Leadership Movie Presentation: (15% of your grade)

Movies are excellent visual examples of leadership in action (or inaction). Working in groups of 2, you must watch a movie outside class (a list is posted on Signup Genius) and create a presentation. You must choose a movie that emulates one of the [Five Practices of Leadership from the Kouzes Posner leadership framework](#) and demonstrates a change situation.

Choose a film from the list on the [signup](#) website or any other movie you want to report on. Preparation for these projects will be completed outside of class. Be sure to address the following questions in your presentation:

- What is the leadership issue (dilemma, struggle, point of view, etc.)?
- What is the change issue, and how is it dealt with and resolved?
- What dimensions of OCC (organizational capacity for change) were used?
- Which aspects of the Kouzes Posner leadership framework apply (select one or two)?
- What lessons and insights did you derive about being an effective leader and change management?

Sign up [here](#). Movies are assigned on a first-come, first-serve basis – no duplicates. The presentation should be at most 25-30 minutes. You are responsible for what is presented, communicated, and handed in. Review the Leadership Movie Presentation rubric in Blackboard for evaluation. Submit your presentation through the Groups link in Blackboard.

Promise of a pencil Presentation: (15% of your overall grade)

You are required to read the assigned chapters in *Promise of a pencil: how an ordinary person can create extraordinary change* and create a presentation describing the chapters in your own words. Your presentation should be a maximum of 10 minutes. You can use any modality you wish (e.g., podcast, video recording, poster, poem, perform a skit, design a comic script, etc.). Include the [discussion questions](#) as appropriate in your presentation and reflect on what the chapter [mantra](#) any to you. Review the POP Presentation rubric in Blackboard for evaluation. Submit your presentation through the Groups link in Blackboard. Presentations will be on **December 5 & December 7**. You can view the presentation schedule [here](#).

Final Course Project: (20% of your grade) means

The final course project integrates the tools and concepts for developing and leading organizational change. You MUST select a change initiative and, using [Calendly](#), meet with me by **October 23, 2023**, to discuss it. **If you do not meet with me, you will get a zero for the assignment.** The final project has five (5) parts, which is due on **December 16, 2023**, during finals week. Review the Final Course Project rubric in Blackboard for evaluation. Enter your responses directly in the Word document. Save the document as LAST_NAME_DATE.DOC and submit your assignment via Blackboard. Do not submit a PDF file.

Participation: (15% of your overall grade)

Peer-to-peer learning in classroom environments such as this can be compelling. In this course, it is essential. This can be achieved if all members come to class prepared, have read all assignments listed for that class, and then voluntarily contribute their thoughts and ideas to the discussion. The best class discussions occur when differing views are presented and defended while maintaining mutual respect for all viewpoints. Of course, you can only participate if you attend class. The quality of the student's contributions, determined strictly by the professor, will determine the participation grade. Review the Participation rubric in Blackboard for evaluation.

Late or Extra Work:

No assignments or extra credit are accepted during finals week. A student may not negotiate the submission of extra work to raise your grade.

Grading Scale:

97%-100%=A+	94%-96% =A	90%-93% =A-	
87%-89% =B+	84%-86% =B	80%-83% =B-	77%-79% =C+
74%-76% =C	70%-73% =C-	60%-69% =D	0%-59% =F

Blackboard Support:

The [CUNY User Guides](#) provide useful information on how to get the most out of Blackboard. Presented in a variety of text and video formats, the information will help you perform many common Blackboard tasks. The user guide can help you with any technical aspect of the course, including help with technology, connectivity, help on using Blackboard and help on using any other computer application required in the course.

Ethical Conduct and Plagiarism:

Please refer to the new "CUNY Academic Integrity Policy", which can be found on the CUNY website at <https://www.cuny.edu/about/administration/offices/legal-affairs/policies-procedures/academic-integrity-policy/>. I expect each student to abide by the rules of academic integrity as outlined by the said document. I will respond to the slightest breach of ethical conduct with the initiation of formal procedures as described in the Policy. Academic misconduct/dishonesty is a very serious issue with potential consequences ranging from failure in the course in question to dismissal from the University. Academic misconduct/dishonesty is defined broadly as any act that violates the rights of another student in academic work or that involves misrepresentation of your own work.

Policies on Non-Discrimination and Sexual Harassment:

The City College prohibits discrimination based on age, gender, sexual orientation, transgender, disability, genetic predisposition or carrier status, alienage or citizenship, religion, race, color, nationality or ethnic origin, or veteran, military or marital status in its student admissions, employment, access to programs, and administration of educational policies. Questions, concerns, or complaints based on any of the above may be directed to the Office of Diversity and Compliance, Wille Administration Building, Room 212 (212-650-6310). In addition, the specific form of gender discrimination, "sexual harassment," is prohibited by the policies of the Board of Trustees of The City University of New York. Student complaints alleging sexual harassment should be directed to the Sexual Harassment Awareness and Intake Coordinator (see Appendix B.15 of the Bulletin, and the Sexual Harassment brochure for the name of the current Coordinator and a list of Committee members who may be contacted). Brochures are available in the Office of Diversity and Compliance, the Office of Human Resources, the Office of the Vice President for Student Affairs and at the NAC Welcome Center. Information is also available on the City College website under Office of Diversity <http://www.cuny.edu/affirmativeaction/>.

Accessibility & Campus Resources:

At City College, we strive to make classes accessible to every student, regardless of any disability (visible or non-visible; physical, cognitive, emotional, or learning) or any other special circumstances (such as a medical, personal, or housing emergency; family responsibilities; financial difficulties; legal difficulties; or immigration status) that may affect your ability to attend class and complete the coursework. Please speak to your professors in office hours or via email early in the semester or as soon as you're aware that you may need accommodations. In addition, City College offers resources to students in a wide range of circumstances. Please share this information with your friends and classmates at CCNY! We want all students to succeed and to take advantage of all the support the college has to offer.

The [Office of Student Disability Services](#) (SDS) provides students with disabilities equal access to the College curriculum. The Office ensures that, upon request, qualified students with disabilities are provided reasonable and effective accommodations, as mandated by law, as well as appropriate support services. Students who contact SDS and indicate that they have a disability or believe that they might qualify for services will be asked to make an appointment for an intake interview with SDS staff.

At City College, we strive to make classes accessible to every student, regardless of any disability (visible or non-visible; physical, cognitive, emotional, or learning) or any other special circumstances (such as a medical, personal,

or housing emergency; family responsibilities; financial difficulties; legal difficulties; or immigration status) that may affect your ability to attend class and complete the coursework. Please speak to your professors in office hours or via email early in the semester or as soon as you're aware that you may need accommodations. In addition, City College offers resources to students in a wide range of circumstances. Please share this information with your friends and classmates at CCNY! We want all students to succeed and to take advantage of all the support the college has to offer.

Please let your other professors know if you have registered with the AccessAbility Center/Student Disability Services (AAC/SDS) or have any **special needs, learning differences, or medical conditions** that may affect your coursework so that we can make the appropriate accommodations. If you believe you may need an accommodation, please do get in touch with the AAC/SDS. You can reach the AccessAbility office through their Zoom virtual front desk (<https://ccny.zoom.us/j/116151245>). If you need a **computer, tablet, or wi-fi**, you can request them through an online form (https://portal.ccny.cuny.edu/depts/oit/cuny_loaner/login.php). You can also contact the iMedia Center via email (imedia@ccny.cuny.edu) or via phone, Monday-Friday 9am-3pm (646-558-8656; wait for the voice prompt to end; enter meeting ID 212-650-5480 and the # sign). If you have any questions or concerns about your **immigration status** or that of your family members, please consult the CCNY Immigration Center for free and confidential advice via phone (212-650-6620) or email (meetu.dhar@cuny.edu). If, for any reason, you are struggling with **personal issues, anxiety, depression, or stress**, there are several resources on campus.

- The Student Counseling Center in the Health and Wellness Center provides remote counseling that is free and confidential to students. You can contact them via phone (212-650-8222), email (counseling@ccny.cuny.edu), or their Zoom virtual front desk (<http://ccny.zoom.us/j/2126508222>). They also have links to a number of resources on their website (<https://www.ccny.cuny.edu/counseling>).
- The Colin Powell School offers free, confidential peer mentoring with trained graduate students on issues of stress management and self-care. To sign up, simply send an email (peernavigationccny@gmail.com) or sign up online (<https://calendly.com/peernavigation/calendar?month=2020-10>).

If you are dealing with **food insecurity**, please visit Benny's Food Pantry in the Hoffman Lounge on the first floor of the NAC. The pantry is open even during the pandemic. To gain access on weekdays, just call 212-650-8844. If you are facing an **emergency shortage of funds**, please email Ms. Charlene Darbassie (cdarbassie@ccny.cuny.edu) or Dean Andy Rich (arich@ccny.cuny.edu) in the Colin Powell School Dean's Office. They will tell you how to apply for an emergency grant. Applying is quick and easy. If you are experiencing or have experienced **domestic violence or violence that is sex-based, gender-based, or sexuality-based**; or if you are experiencing or have experienced **discrimination because of gender, sex, sexuality, race, ethnicity, language, religion, disability, or other reasons**, please report it to Diana Cuzzo in the Office of Affirmative Action, Compliance, and Diversity via email (dcuzzo@ccny.cuny.edu) or phone (212-650- 7330). For a confidential discussion of these and related issues, please contact Sophie English via email (senglish@ccny.cuny.edu) or phone (212-650-8905).

If you are struggling in any of your classes, don't hesitate to get extra **academic support**. Just make an appointment with the Academic Resource Center (www.ccny.cuny.edu/sssp/tutoring-arc) or email Garri Rivkin (grivkin@ccny.cuny.edu) in the Colin Powell School office of Academic Support Services. The CCNY Writing Center (www.ccny.cuny.edu/writing) offers individualized **writing support** to all students. To receive information and support about securing **internships** and planning for your **post-college career**, please contact Debbie Cheng (dcheng@ccny.cuny.edu) and Ashif Hassan (ahassan@ccny.cuny.edu) in the Colin Powell School Dean's Office. Also, take a look at the new Career Handbook that their office has created to help you start thinking about career and professional development (<https://www.ccny.cuny.edu/colinpowellschool/career-and-professional-development>). For a continually updated list of **other pandemic-related resources throughout New York City**, please see this online document:

<https://docs.google.com/document/d/1sg5wJgKU9dUqmt62IGqxtWVccHSRUCChUrBBm3upvH8/edit?ts=5e792358#> For **advising**, contact the Colin Powell School Advising Office

(<https://www.ccny.cuny.edu/colinpowellschool/office-academic-advisors>). At their website, you can make a virtual appointment with one of the advisors or you can find their email addresses so you can send them a message.