

HRIR 5000
Change Management
Spring 2021, 2 credits

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Course Description:

Change is the only constant in our world today. This course focuses on how to lead in a VUCA world of Volatility, Uncertainty, Complexity, and Ambiguity. Specifically, this course covers models & frameworks, strategies, best practices, and challenges to leading change management. We will discuss preparing and planning for change, implementing change, communicating change, and sustaining & reinforcing change. We will also explore how to apply these concepts in various personal & professional situations.

Course Learning Objectives:

Upon completion of this class, students will:

- Understand the components of effective organizational change & transition
- Learn fundamental personal and organizational change models & frameworks
- Acquire tools and techniques to effectively lead organizational transformation
- Understand the challenges to successfully implement change, including resistance & buy-in
- Analyze communications strategies for effective implementation & reinforcement
- Identify best practices for organizational change management
- Apply organizational change management concepts to personal & professional situations

Course Prerequisites

No prerequisites required.

Course Delivery Methodology

Virtual

Time: 5:45 - 9:05 pm

Place: Virtual

Additional Meetings:

- You may need to work with peers on some course projects. The time and place/method of meeting will be determined by you and your peers.

To make this class more accessible to all enrolled students, we intend to record all class lectures and discussions. Since your audio/video may be part of those recordings we are informing you. Along with the instructor and teaching assistants, these recordings will be shared with only the students enrolled in the class during this semester, in accordance with FERPA regulations.

The [Canvas Notifications](#) system is the communication tool that we will use in this for course-relevant announcements. If you have not altered your notification settings, you will receive course announcements in your UMN email immediately when they are made. If you have altered your notification setting for announcements, you can reset Canvas to deliver email notification to your UMN address as below.

You may also choose to receive notifications through additional channels including a personal email address, push notifications if you have the Canvas app on your phone, or text message to your phone. Add those additional channels through your [Canvas Settings](#).

This course may utilize online proctoring software on course assessments to ensure course outcome integrity and equity in knowledge assessments for all students. The University's online proctoring solution is Proctorio. Proctorio is easy-to-use, scalable, privacy-focused, and [FERPA-](#)

[compliant \(Links to an external site.\)](#). Visit the [University's site on student Proctorio use](#)[Links to an external site.](#) for additional information, as well as [Proctorio's own privacy site](#)

Required Course Materials

Relevant course articles & materials are or will be posted in each module.

Grading Criteria

FULL ASSIGNMENT RUBRICS AND DETAILS ARE AVAILABLE IN ASSIGNMENT MODULE

- Student Engagement - Attendance, Participation = 70 points
- Reflection Papers – 3 total @ 100 points each = 300 points
- Group Project: 150 points total:
 - Content/Research/Powerpoint (100 points)
 - Presentation (50 points)
 - You will have time during second week of class to work with your peers to identify topic of interest and email it to Siraj and Jane before third class.

Topic examples (illustrative only – can identify other topics of interest):

- Change Resistance
- Sponsorship in Change Management
- Overcoming Barriers to Change Management
- Building Resilience in Employees
- Personal Transition: How to Change Behaviors
- Employee Involvement in Change Management
- Using _____ Framework/Model to Manage Change
- How to Measure/Evaluate Change Management
- Best Practices to Communicate Change Management
- The Future of Change Management

TOTAL 520 points, once converted to percent will have grade allocations as below

Letter grade	Percentage
A	93–100%
A–	90–92%
B+	87–89%
B	83–86%
B–	80–82%
C+	77–79%
C	73–76%
C–	70–72%

D+	67–69%
D	63–66%
D-	60–62%
F	0–59%

Make-up for Missed Attendance, Assignments, & Exams

Please review the [university policy on make-up work](#)[Links to an external site.](#).

In Spring 2019 the faculty of the Carlson School approved grading guidelines for UG courses that strongly encourage instructors to use criterion-based grading. Criterion-based grading changes the message from students competing with each other to students working to meet instructor expectations. It is the responsibility of the instructor to set the rigor of the course and design appropriate assessments so that differences in course achievement are reflected in differences in grades. Faculty hope this would encourage a collaborative learning environment that reduces incentives for hyper-competitive behavior.

Carlson School uses a grading policy based upon a class median aggregate GPA. Learn more about the [Carlson Course Grading Policy](#)[Links to an external site.](#).

Student Academic Misconduct and Scholastic Dishonesty

The Carlson School defines academic misconduct as any act by a student that misrepresents the student's own academic work or that compromises the academic work of another. Scholastic misconduct includes (but is not limited to) cheating on assignments or examinations, plagiarizing, i.e., misrepresenting as one's own work any work done by another, submitting the same paper, or substantially similar papers, to meet the requirement of more than one course without the approval and consent of the instructors concerned, or sabotaging another's work. Within this general definition, however, instructors determine what constitutes academic misconduct in the courses they teach. Students found guilty of academic misconduct face penalties ranging from lowering of the course grade or awarding a grade of F or N for the entire course, to suspension from the University.

Review the [Student Conduct Code](#)[Links to an external site.](#) and [Student Conduct and Academic Integrity website](#)[Links to an external site.](#).

If you are interested in learning more about how to cite sources and avoid plagiarism, U of M libraries offers online [tutorials and tools related to citations](#)[Links to an external site.](#). You can also visit the [Center for Writing](#)[Links to an external site.](#) for additional assistance.

Accommodations for Students with Disabilities

The University of Minnesota is committed to providing all students equal access to learning opportunities.

The Disability Resource Center (DRC) is the campus office that works with students who have disabilities to provide and/or arrange reasonable accommodations. Students registered with the DRC, who have a letter requesting accommodations, are encouraged to contact the instructor early in the semester. Students who have, or think they may have, a disability (e.g. psychiatric, attention, learning, vision, hearing, physical, or systemic), are invited to contact the DRC for a confidential discussion at 612-626-1333 (V/TTY) or at drc@umn.edu. Additional information is available on the [Disability Resource Center websiteLinks to an external site.](#).

Title IX

[Title IXLinks to an external site.](#) prohibits sex discrimination, including sexual harassment, sexual assault, stalking, and relationship violence, in education.

Students with Mental Health and Stress Management

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. University of Minnesota services are available to assist you with addressing these and other concerns you may be experiencing. Learn more about the broad range of confidential [mental health servicesLinks to an external site.](#) available on campus.

Student Writing Support

As a student, you may experience challenges in your writing. The University of Minnesota has a [student writing support resourceLinks to an external site.](#) to help with your writing.

Additional University Policies

1. Grade definitions from the Administrative Policy: [Grading and Transcripts: Twin Cities, Crookston, Morris, RochesterLinks to an external site.](#)
2. Scholastic Dishonesty (see Board of Regents Policy: [Student Conduct CodeLinks to an external site.](#) and the Administrative Policy: [Teaching and Learning: Instructor and Unit Responsibilities: Twin Cities, Morris, RochesterLinks to an external site.](#)).
3. Administrative Policy: [Makeup Work for Legitimate Absences: Twin Cities, Crookston, Morris, RochesterLinks to an external site.](#)
4. Board of Regents Policy: [Student Conduct CodeLinks to an external site.](#); Administrative Policy: [Teaching and Learning: Student Responsibilities \(Twin Cities, Crookston, Morris, Rochester\)Links to an external site.](#)
5. Board of Regents Policy: [Sexual Harassment, Sexual Assault, Stalking and Relationship ViolenceLinks to an external site.](#)
6. Board of Regents Policy: [Equity, Diversity, Equal Employment Opportunity, and Affirmative ActionLinks to an external site.](#)
7. Board of Regents Policy: [Disability ServicesLinks to an external site.](#)
8. Statement about the availability of mental health and stress management services.
9. Board of Regents Policy: [Academic Freedom and ResponsibilityLinks to an external site.](#)

Course Summary:

Date	Details	Due
Mon Mar 15, 2021	Calendar Event HRIR 5000 (090) Topics in HRIR (Spring 2021)	5:45pm to 9pm
Mon Mar 22, 2021	Calendar Event HRIR 5000 (090) Topics in HRIR (Spring 2021)	5:45pm to 9pm
Sun Mar 28, 2021	Assignment Reflection Paper #1	due by 11:59pm
Mon Mar 29, 2021	Calendar Event HRIR 5000 (090) Topics in HRIR (Spring 2021)	5:45pm to 9pm
Mon Apr 12, 2021	Calendar Event HRIR 5000 (090) Topics in HRIR (Spring 2021)	5:45pm to 9pm
Sun Apr 18, 2021	Assignment Reflection Paper #2	due by 11:59pm
Mon Apr 19, 2021	Calendar Event HRIR 5000 (090) Topics in HRIR (Spring 2021)	5:45pm to 9pm
Mon Apr 26, 2021	Calendar Event HRIR 5000 (090) Topics in HRIR (Spring 2021)	5:45pm to 9pm
Sun May 2, 2021	Assignment Group Project & Presentation	due by 11:59pm
	Assignment Reflection Paper #3	due by 11:59pm
Mon May 3, 2021	Calendar Event HRIR 5000 (090) Topics in HRIR (Spring 2021)	5:45pm to 9pm
	Assignment Attendance/Participation	