



MGMT.301 Syllabus

Basic Course Information:

Course Prefix/Number: MGMT.301
Course Title: Change Management
Core/Elective Course: elective
Class Meeting Times: MW 12:30-13:45
Instructional Modality: Onsite
Class Location: TBA

Instructor: Dr Aly Mansour
Office Location: A440
Office Phone: 2224.8399x3525
Email: amansour@auk.edu.kw
Office Hours: posted on door

AUK Mission Statement:

The American University of Kuwait is a liberal arts institution based on the American model of higher education. It is dedicated to providing students with knowledge, self-awareness, and personal growth experiences that can enhance critical thinking, effective communication, and respect for diversity. AUK seeks to create leaders and lifelong learners who aspire to the highest standards of moral and ethical responsibility in their societies.

Department/College Mission Statement:

The College of Business and Economics provides an American educational experience producing ethical, innovative, articulate, and globally agile graduates. The College of Business and Economics strives to uphold the following values: Freedom of thought, expression, and intellectual inquiry, respect for individual identity and rights, and cultural diversity, commitment to high standards of morality, integrity, and social responsibility, and adherence to high professional standards and ethics.

Catalog Course Description:

The course aims at offering students the knowledge and skills they will need to face challenges of organizational change. It investigates the change capabilities of organizations, the reasons people may resist change, and introduce models of effective management of the change process. The course focuses on specific concepts, theories and tools, of change management and identifies common mistakes, and reasons why change initiatives fail, as well as the factors underlying the successful management of change projects. Prerequisite: MGMT.201.

Degree of learning for each Program Learning Outcomes in this course:

Program Learning Outcomes (PLOs)	
PLO1: Communication: Demonstrate effective English language communication skills in writing and oral presentations	RA
PLO2: Ethical behavior: Articulate ethical and professional responsibilities, recognize ethical dilemmas, and formulate ethical strategies.	RA
PLO3: Critical thinking: Identify, evaluate, analyze, and solve diverse and unstructured management problems in unfamiliar settings, use, synthesize, and evaluate data/ evidence, exercise judgment, and assess risks, understand the holistic and systemic nature of the organization and its internal and external environment.	RA
PLO4: Regional/Global and multi-cultural aspects of business: Understand diverse cultures; develop intercultural skills; understand global processes; and be prepared for citizenship, both local and global.	IA
PLO5: Entrepreneurial behavior: Entrepreneurship is value creation, iterative learning, opportunity identification, business development, venture creation and growth. Becoming entrepreneurial is personal development, creativity, self-reliance, initiative taking, and action orientation.	
PLO6: Technology Agility: Develop a mastery of appropriate ICT in decision- making.	RA

Course Objectives:

The objective of this course is to prepare students to function in any production environment with optimal performance. The course will also use project networks to help students easily trace effective steps of change management within sample organizations. Students will be able to analyze and learn from change management cases discussed in class to reach optimal production results. All topics will be discussed without trading in on any quality performance in all cases.

Course Learning Outcomes: Upon successful completion of the course, students will be able to:

See example below:

Course Learning Outcomes (CLOs)	Corresponding PLO
CLO1: Analytical and Critical Thinking	PLO3
CLO2: Technology applications	PLO6
CLO3: Regional economic integration	PLO4
CLO4: Communication	PLO1
CLO5: Ethical Behavior	PLO2

Course Delivery/Methodology:

For this course we will be meeting in-person 2/3 days per week and material will be presented through lectures, class assignments, quizzes, project presentations, and class discussions. Class notes will be posted on Moodle. All assignments must be submitted through Moodle. You will be completing the following evaluations/assessments for this course: [individual and teamwork, exams, participation/note taking, attendance]. To successfully complete this course, you must [take good notes, read and analyze case studies, actively participate in class discussions, and complete assignments by the posted due dates and times.

Required Textbook/Required Readings:

Textbook:

Bert Spector, *Implementing Organizational Change: Theory and Practice*, Third Edition

Recommended/Supplemental Readings:

Collier, *Arab World & Near East Edition-Operations Management (2015)*, Lecturer: Dr. Aly Mansour. Cengage
 American Psychological Association. (2001). *Publication manual of the American Psychological Association* (5th ed.). Washington, D.C.: APA
 Deming, W. E. (1994). *The new economics* (2nd ed.). MA: MIT Press.
 Deming, W. E. (2000). *Out of the Crisis* (MIT ed.). MA: MIT Press.
 Gray, C. F., & Larson, E. W. (2008). *Project Management, the management process*. Boston: McGraw-Hill.
 Heizer, j., Render, B. (2011). *Principles of operations management* (8th ed.). NJ: Pearson.
 Heldman, K. (2007). *Project management professional exam study guide* (4th ed.). NJ: Wiley.
 Mantel, S. J., Meredith, J.R., Shafer, S. M., and Sutton, M. M. (2008). *Project Management in Practice*. NJ: Wiley.

Evaluations and Grading:

Evaluation Type	Weight	Link to PLO
Participation/Attendance	10%	PLO3
Individual/Team assignments	10%	PLO2 and PLO6
Projects	10%	PLO3 and PLO6
Midterm Exams (2)	70%	PLO3 and PLO6
Final Exam (for averages<70%; optional for passing students)	(...%)	PLO3 and PLO6
Total	100%	

AUK Official Grading Scale:

Letter Grade	Percentage	University Points
A	94-100	4.0

A-	90-93	3.7
B+	87-89	3.3
B	84-86	3.0
B-	80-83	2.7
C+	77-79	2.3
C	74-76	2.0
C-	70-73	1.7
D+	67-69	1.3
D	64-66	1.0
D-	60-63	0.7
F	0-59	0.0

AUK Attendance Policy:

Any student who misses more than 15% of class sessions of any course during a semester should expect to fail, unless she/he submits documented evidence to the course instructor of inpatient medical care, death of an immediate family member, academic instructional activities, or national athletic activities. If excused, students are required to satisfy all coursework due or assigned during their absence as determined by the course instructor. If a student does not submit documented evidence for her/his absence exceeding the limit, it is the student's responsibility to withdraw from the course by the specified deadline, as indicated on the academic calendar. Students who withdraw from a course receive a grade of "W". Students who do not withdraw from a course nor submit supporting documents for excessive absences will receive a grade of "FN" (failure for non-attendance).

Code of Academic Honesty and Integrity:

Upon admission to the American University of Kuwait, students agree to act responsibly in all areas of academic, personal and social conduct and to take full responsibility for their individual and collective action. Such regulations are found in the American University of Kuwait Catalogue, Student Handbook, and the AUK website at www.auk.edu.kw. Any question of interpretation regarding the code of academic honesty and Integrity shall be reported to the appropriate academic dean. The Code shall be reviewed annually at the discretion of the academic deans. Any student or student organization found to have committed the cited violations or misconduct, either on or off campus, is subject to the disciplinary sanctions outlined in adjudication procedures.

Plagiarism:

The term "plagiarism" includes, but is not limited to, an attempt of an individual to claim the work of another as the product of his or her own thoughts regardless of whether that work has been published. Plagiarism includes, but is not limited to, quoting improperly or paraphrasing text or other written materials without proper citation on an exam, term paper, homework, or other written material submitted to an instructor as one's own work. Plagiarism also includes handing in a paper to an instructor that was purchased from a term paper service or downloaded from the Internet and presenting another person's academic work as one's own.

Cheating:

The term "cheating" includes but is not limited to, copying homework assignments from another student; working together with another individual on a take-home test or homework when not approved by the instructor, looking at and/or copying text, notes or another person's paper during an examination when not permitted to do so. Cheating also includes the giving of work information to

another student to be copied and/or used as his or her own. This includes but is not limited to giving someone answers to exam questions either when the exam is being given or after having taken an exam; informing another student of specific questions that appear or have appeared on an exam in the same academic semester; giving or selling a term paper, report, project or other restricted written materials to another student.

Academic Support:

Learning Support Services focuses on empowering students to become independent and successful learners by developing their literacy skills, enhancing their understanding, and helping them improve their academic and study skills. Learning Support Services is comprised of two centers: the Tutoring Center and the Writing Center. The Tutoring Center provides free academic support in various subjects to AUK student. Email: tutoringcenter@auk.edu.kw.

The Writing Center provides multilingual support (English, Arabic, French, and Spanish) through individual or small-group consultations. Email: writingcenter@auk.edu.kw

Disability Accommodations:

AUK provides equal and inclusive educational environment in order to enable all students to meet and perform requisite academic standards and to participate in the opportunities and activities of its community. If you believe you can benefit from accommodations for a learning, physical, or mental health disability, [click here to book a session through the Counseling Center/Disability Services Booking Page](#), to ask about disability services at AUK, initiate an accommodation plan, or receive disability services. You can also email counseling@auk.edu.kw if you need assistance in booking a session.

Course Policies/Student Responsibilities:

- Students are expected to bring their laptops, tablets, and i-pads to class to follow on Moodle files.
- Students are supposed to follow team rubrics in team assignments/projects.
- Students may leave class anytime if they have an emergency; however, once you leave, you're not allowed to come back to class to avoid disturbing and distracting your classmates. No food or drinks allowed in class, except water.

Late and Missing Work Policy:

- Not allowed.

Make-Up Work Policy:

- Not allowed.

Communication Policy:

Please be sure to use MS Teams account, always write your class and section you are taking (**Class ###, DAY/TIME section**) when sending me any section. If you have a question, please check the syllabus first and if your question is not answered there, then please feel free to send a message on MS Teams and I will be happy to clarify. I respond to questions **via MS Teams** within 24 hours of receiving them; if I do not respond within 24 hours, please re-send the email. Please note I normally respond during office hours ... messages sent on weekends will be responded to on Sunday.

Technology Issues:

All assignments must be submitted through Moodle. However, you may experience trouble submitting an assignment due to technology or internet issues. If such a situation does arise and you are unable to submit your assignment through Moodle, please seek help from AUK IT Department. Please make sure that you contact IT Department **before** the deadline. This will ensure that your assignment will be accepted, and you will not [receive a late penalty/get a 0, etc.]. Once the technology or internet issue is resolved, please upload the assignment to Moodle. In general, always be sure to frequently save your files and keep backups of your assignments.

Course Schedule:

Week	Topic	Assignments and Readings	Due Dates
1	Organizational Change/ sense-of-belonging / production process	- Ch.1/notes	W1
2	Organizational Change/ sense-of-belonging / production process	- Ch.1/notes	W2
3	Theories of Effective Change Implementation/ WBS / CS1: Freddy Lakers-AirTrain	- Ch.2/notes	W3
4	Theories of Effective Change Implementation/ WBS	- Ch.2/notes	W4
5	Mutual Engagement/ Production process management / CS2: Danish Schools without Walls	- Ch.3	W6
6	Mutual Engagement/ Production process management /	- Ch.3/notes	W7
7	Review/MTX1	MTX1	
8	Organization Redesign/ Organizational structure / CS3: Ross Perot //	- Ch.4/notes	W9
9	Organization Redesign/ Organizational structure / CS4: John DeLorean	- Ch.4/notes	W10
10	People Alignment/ Work teams // Team presentations	- Class discussion/ presentations	W11
11	Review / MTX2	MTX2	
12	Reinforcing new behaviors/ Work teams' characteristics // Team presentations	- Class discussion/ presentations	W12
13	Leading Change/ Coercive Leadership vs Referent Leadership// Team presentations	- Class discussion/ presentations	W13
14	Review		

15	Final exam (as per AUK exam-schedule)	Final Exam	
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Syllabus Changes:

There may be changes to the schedule and syllabus during the semester. When this happens, I will inform you in class and via Moodle Announcements.

Pre-Requisite Skills:

- Communication using email/MS Teams
- Reading documents online
- Accessing internet websites
- Posting on the discussion board
- Uploading documents to Moodle
- Proficiency with Microsoft Word and/or PowerPoint

Browser Compatibility Check:

It is the student's responsibility to ensure that the browser used to access course material on his/her computer/electronic device is compatible with AUK's learning management system, Moodle. Problems in this area need to be referred to IT Department at the time of occurrence.

Netiquette:

- Make sure you attend and participate regularly
- Check your AUK email regularly to receive all relevant announcements and communication.
- Be professional and careful with your online interaction. Proper address for faculty is by formal title such as Professor or Dr. unless invited by faculty to use a less formal approach
- When writing, ensure to use formal, respectful, professional language and double-check spelling/grammar function before sending/posting. This applies to emails, typing on Zoom/Webex chat, posting on discussion boards, assignments, or any other form of writing you will complete within the context of this course
- Check the discussion board frequently and respond appropriately and on subject
- Cite all quotes, references, and sources
- Capitalize words only to highlight a point. Otherwise, capitalizing is generally viewed as SHOUTING!
- Do not dominate discussions and allow other students to post or join in
- It is not appropriate to forward someone else's messages or emails without their permission
- Be careful when using humor. The absence of face-to-face cues can cause humor to be misinterpreted as criticism or flaming (angry, antagonistic criticism)
- Recording Zoom/Webex sessions is prohibited

Teaching and learning methodologies:

S. No	Teaching Method/Instruction	
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1	Lecturers	<input checked="" type="checkbox"/>
2	Assignments	<input checked="" type="checkbox"/>
3	Case Based Learning	<input type="checkbox"/>
4	Case analysis	<input type="checkbox"/>
5	Project Report	<input type="checkbox"/>
6	Seminars	<input type="checkbox"/>
7	Class participation / Reading	<input checked="" type="checkbox"/>
8	Online Discussion / Instructions	<input type="checkbox"/>
9	Guest Speaker Sessions	<input type="checkbox"/>
10	Other: Periodic Assessments	<input type="checkbox"/>

Project Rubrics – n/a for this semester:

Project Definition	Excellent	Satisfactory	Poor
Initial project definition	Clear concept Clear project direction/plan	Clear concept Unclear project direction/plan	Unclear concept No connection to project plan
Information Gathering			
Process and Quality	Excellent information gathering process. Sources are well-referenced, varied and relevant. Information is relevant/accurate.	Information gathering is mostly relevant. Sources are correctly referenced but not varied. Information is mostly relevant but occasionally inaccurate or unclear.	Information is often inaccurate/irrelevant. Sources are unreliable, not appropriately referenced, and/or not varied.
Representation of information in the report/final product	The findings are presented very well. Relevant implications and/or recommendations are generated.	There is a good representation/summary of the information but limited or no implications and/or recommendations.	Information is poorly represented and there are no implications and/or recommendations.
Structure			

<p>Connection to project</p>	<p>Clear evidence of analysis and synthesis of information. Relevant, logical recommendations/ implications. Project is well-grounded in research that is relevant to the initial concept.</p>	<p>Some evidence of analysis of information, but not well synthesized to produce relevant findings. Recommendations/ implications are either weak or inconsistent with the information gathered in research, or not relevant to the initial concept.</p>	<p>No evidence of research. Recommendations/ implications are either missing or irrelevant and incoherent.</p>
<p>Communication</p>	<p>The project's deliverable is either written or presented orally using appropriate discourse, and includes accurate use of Grammar and spelling.</p>	<p>The project's deliverable is generally well-written/well-presented, but includes occasional discourse and/or linguistic errors, including inaccurate use of terminology, grammar, and spelling.</p>	<p>The project's deliverable includes significant linguistic errors that impact on its coherence and clarity.</p>