

**Syllabus**

**SCHOOL OF EDUCATION AND LEADERSHIP**  
**MAL 535: Leading Change in Diverse Organizational Cultures**

3 Credits  
Effective 4/1/2017

*Access to the Internet is required.*  
*All written assignments must be in Microsoft-Word-compatible formats.*  
*See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.*

## FACULTY

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Faculty Name:

Contact Information:

## COURSE DESCRIPTION

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As the organizational catalyst for change in management policy and culture, leaders must understand political agendas and maintain stakeholder involvement. By analyzing change management theories, students will apply strategies that incorporate diverse perspectives and cultural identity to create sustainable organizations.

## COURSE RESOURCES

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Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). The reading list can be found under *Course Information* in Blackboard as well as from the library homepage.

**Note:** Required resources that must be purchased by the student are tagged “Purchase from a vendor of your choosing.” Required resources with a direct link, “Available through CityU Library”, are available at no cost to students.

Students in Canada will see required resources they need to purchase tagged “Purchase from the Canadian Bookstore.” Students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

## CITYU LEARNING GOALS

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This course supports the following City University learning goals:

- Critical thinking and information literacy

## PROGRAM OUTCOME

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- Employee change management theories and models to achieve sustainable organizational objectives.

## COURSE OUTCOMES

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In this course, learners:

- Analyze the importance of culture in relation to change management.
- Develop a leadership model that supports an organization’s change readiness, resistance, and success.
- Employ a change strategy within a specific organizational frame.

## CORE CONCEPTS, KNOWLEDGE, AND SKILLS

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- Change implementation strategies
- Changes, theories, and models
- Contingency Theory
- Crisis management, leadership, and recovery
- Cultural diversity
- Defining organizational culture
- High context and low context cultures
- Leader-Member Exchange
- Leading diverse organizational cultures

- Reflective process and intentional learning
- Servant-leadership
- Social and political capital networks
- Trait Theory
- Transformational and transcendent leadership
- Whole Systems Thinking

## OVERVIEW OF COURSE GRADING

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The grades earned for the course will be derived using City University of Seattle's decimal grading system, based on the following:

<b><i>Overview of Required Assignments</i></b>	<b><i>% of Final Grade</i></b>
Culture's influence on Change Paper	25%
Change Strategies in Organizational Frames Paper & Powerpoint	25%
Change Readiness, Resistance, and Success Paper	30%
Instructor determined activities (including in-class and online participation and discussion questions)	20%
<b>TOTAL</b>	<b>100%</b>

## SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

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### Module 4 Assignment: Change Strategies in Organizational Frames

Organizations can be viewed through different frames. By understanding the dominant frame the organization uses, leadership strategies for leading change can be used more effectively.

In this assignment you will write a paper that applies a change intervention strategy to an organization that you are familiar with or that can be identified through research. The change intervention should be a recognized, published strategy by a researcher, e.g. John Kotter, Kurt Lewin, McKinsey, etc.

Include the following:

- an introduction of the change in the being implemented in the organization, and why it is needed;
- identify the organization's predominant frame (i.e., structural, political, human resources, or symbolic);
- a discussion to support why you chose the specific implementation strategy;
- in table format, create a high level project plan for the intervention; include a SWOT analysis of the strategy used within the context of the organization's predominant frame, and features of measurements to determine success;

- (e) discuss the decision-making protocol or procedures used in the intervention and determine the anticipated results; and
- (f) a conclusion with a reference page.

**Paper:** The paper will be 6 – 8 pages (not including cover, abstract, and references), utilizing APA writing conventions and include a minimum of eight (8) quality references to support the ideas contained in the paper.

<b><i>Components</i></b>	<b><i>% of Grade</i></b>
Change Strategy and Predominant Frame	20%
Project Plan Intervention:	20%
Writing Mechanics, Organization, and Requirements:	20%
Analysis of Decision-Making Protocol:	30%
References and APA:	10%
<b>TOTAL</b>	<b>100%</b>

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## **Module 9 Assignment: Change Readiness, Resistance, and Success**

Select a topic from these choices:

- 1) The influence diversity has on the organization when leading change;
- 2) Applied leadership change strategies in a framed organization;
- 3) The Servant Leadership model and how it applies to leading organizational change.

This paper will be 8-10 pages (not including cover, abstract, and references), utilizing APA writing conventions and include a minimum of eight (8) quality references to support the ideas contained in the paper.

### **TOPIC DESCRIPTIONS**

**(1) The Influence Diversity has on the Organization when Leading Change:** Create an original, integrated model depicting various forms of diversity and describe how each would influence leading change in a multinational organization. Explain the leadership practices that best fit in a multinational organization. Use an organization as an example to identify what aspects of the model fit within the various geographic regions where the chosen organization has operations. What types of resistance might you find and offer recommendations, based on your model, on how to minimize resistance?

**(2) Leadership Change Strategies in a Framed Organization:** Compare and contrast any three leadership theories covered in the class. Take the similarities and apply them to the process of transformational leadership. Apply this process to an organization that operates with a combined political and structurally frame. Consider the types of change resistance that might be encountered and offer recommendations to address the resistance. Explain the rationale for the choices.

**(3) Servant Leadership Model and Leading Change:** Consider the practical application of Servant Leadership to leading change. Apply any three concepts of servant-leadership to each of the four frames. From these concepts, use a cultural archetype to show how the servant-leader can operate in a social and political framed organization. Include a discussion of the sort of culture that would emerge from each frame as a

result of servant-leadership practices, and how servant leadership principles can overcome resistance to change.

<b><i>Components</i></b>	<b><i>% of Grade</i></b>
Alignment to Individual Topic:	20%
Explore Leadership Approaches:	30%
Resistance and Obstacles Discussion:	20%
References and APA:	10%
Individual Writing Mechanics, Organization, and Requirements:	20%
<b>TOTAL</b>	<b>100%</b>

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### **Formative Assessments**

Class participation through formative assessments is an integral part of this course. Formative assessments can be journals, papers, activities, quizzes, discussions, wikis, or other activities determined by the course manager and instructor. Each formative assessment includes its own rubric and/or due date as outlined within the activity to balance participation and enhance learning. Whether in class, online, or in a mixed mode setting, students will be graded on their ability to present, explain, or defend alternative viewpoints and the degree to which they have mastered the concepts and principles inherent in the study of leadership. Written work is assessed on relevance to the subject presented, adherence to writing mechanics and organization, and professional presentation.

<b><i>Components</i></b>	<b><i>% of Grade</i></b>
Use of Course Concepts	100%
<b>TOTAL</b>	<b>100%</b>

## **COURSE POLICIES**

### **Late Assignments**

Students are required to submit all assignments by the due dates stated in the course schedule. A late assignment is one that is submitted after the due date or after any extension has expired.

If circumstances prevent a student from meeting the due date, the student needs to contact the instructor and request an extension at least 48 hours prior to the date the assignment is due. Emergency situations will be considered on a case-by-case basis.

Being busy, pressured with outside work, technical issues, or having competing academic commitments are not valid reasons to grant extensions. A student who receives an extension in advance of the due date and abides by the agreement with the instructor is not subject to late penalties.

Without prior arrangement with the instructor, students who submit assignments late will receive a 5% deduction in grade each day or part of the day that the assignment is late up to a maximum of 25% off. Coursework received after 10 days will not be graded and will receive a zero grade, unless prior arrangements have been made.

### **Professional Writing**

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

### **Participation**

Participation is determined through your active engagement in classroom activities each week. This can be measured through your discussion board posts or by submitting an assignment when due.

## **UNIVERSITY POLICIES**

You are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the University Catalog that is linked from the CityU Web site.

### **Antidiscrimination**

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

## **Non-Discrimination & Prohibition of Sexual Misconduct**

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

## **Religious Accommodations**

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

## **Academic Integrity**

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) in the section titled *Academic Integrity Policy* under *Student Rights & Responsibilities*.

## **Attendance**

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly. Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be found in the [University Catalog](#) in the section titled *Attendance* under *Student Rights & Responsibilities*.

## **Final Assignments Due Date**

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

## Support Services

### **Disability Services Accommodations Statement**

Students with documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at [disability@cityu.edu](mailto:disability@cityu.edu) or 206.2369.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with your course instructors.

### **Library Services**

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services](#) online, 24 hours a day, seven days a week.

### **Smarthinking Tutoring**

CityU students have 24/7 access to free online tutoring offered through Smarthinking, including writing support, from certified tutors. Contact CityU's Student Support Center at [mycityusupport@cityu.edu](mailto:mycityusupport@cityu.edu) to request a username and password.