



**DOL2232B (530) – LEADING CHANGE
WINTER 2016 COURSE OUTLINE**

Class Schedule Thursday 11:30 am – 2:30 pm, Room: Brescia 304

Professor: Dr. Tony Francolini
afranco2@uwo.ca

Office Hours: Thursday 9–11am or 3–4 pm (or by appointment) ... in the cafeteria

Course Description

In DOL2232, students will explore a leader's role in engaging / directing change.

Students will learn an 8 step change management model.

Students will explore the competencies used by leaders who seek to influence and/or persuade followers with analytics, or persuade with emotions.

Students will explore leadership theories that are directly related to change management.

As a demonstration of their lessons, students, as a class, will develop a change plan for a real-life project that has the potential to significantly enhance Brescia, In particular, the 2016 class of student will develop a plan to launch a Yahoo channel that will hold a library of Brescia developed leadership video and audio files.

Prerequisites: DOL1031 or permission

Required E-text:

Spiro J. (2011) Leading Change Step-by-Step: Tactics Tools and Tales. Wiley & Sons
<https://www.vitalsource.com/textbooks?term=9781118397060> or
<https://store.kobobooks.com/en-ca/ebook/leading-change-step-by-step>

Do not purchase before first class

Additional Readings

Provided in OWL

**DOL2232B (530) – LEADING CHANGE
WINTER 2016 COURSE OUTLINE**

TOPIC SCHEDULE				
<i>Week</i>	<i>Lecture</i>	<i>Workshop</i>	<i>Graded Items</i>	<i>Reading</i>
Wk1 7-Jan	Syllabus Diamond Model Change Model Vision: Leadership Channel			Clawson: Level Three Leadership Ch2
Wk2 14-Jan	Vision Creation Vision Development Collaboration	Vision Workshop Report Sections ¹		The Importance of Vision and the Motive to Lead (Ch4) Spiro: Determining Your Change Strategy (1)
Wk3 21-Jan	Stakeholder Analysis	Identify Stakeholders Further Research List ² Assign Groups ³ Interview Development		Spiro: Analyzing Stakeholders (3) Schmeer: Stakeholder Analysis Guidelines
Wk4 22-Jan			One of (10%) A. Stakeholder Interview Reports B. Leadership Video Storyboards C. Research Reports	
Wk5 4-Feb	Resistance Overcoming Resistance	Resistance Plans		Spiro: Minimizing Resistance (4)
Wk6 11-Feb			Exam (25%) Participation (5%)	

¹ Examples: Status quo, vision, stakeholders, tasks, organization, budget, sustainability

² Examples: Blended learning, Youtube channels, copyright restrictions

³ Examples: Stakeholders (#_ groups, vision, finance,

**DOL2232B (530) – LEADING CHANGE
WINTER 2016 COURSE OUTLINE**

TOPIC SCHEDULE				
Wk7	No classes			
Wk8 25-Feb	Influence & Persuasion			Collins: Persuasion
Wk9 3-Mar	Collaboration Task, Scale, & Sustainability			Spiro: Engaging Key Players (6) Spiro: Scaling & Sustainability (7)
Wk10 10-Mar	Securing Small Wins Institutionalizing Change			Spiro: Turning the Tide (4) Spiro: Continuously Improving (8)
Wk11 17-Mar			One of (10%) A. Stakeholder Persuasion & Task Reports B. Draft Video Presentations C. Applicable Leadership Theories	
Wk12 24-Mar			Report Drafts (5%) Presentation Drafts (5%)	
Wk13 31-Mar			Group Presentation (10%)	
Wk14 TBA			Exam (25%) Participation (5%)	

**DOL2232B (530) – LEADING CHANGE
WINTER 2016 COURSE OUTLINE**

Student Evaluation

A student's mark in the course will be based on one's demonstrated understanding of the course content. Each of the following evaluation components must be completed before a student will be assigned a passing grade. N.B.: For the sole purpose of obtaining a better grade, there will be no (a) re-weighting of evaluation components, (b) extra credit assignments, and/or (c) re-writing of exams.

Exams 50% Students will write two 2-hour exams (mid-term and final). These exams will include multiple-choice, short-answer, and essay questions.

Participation 10% Participation by student is a cornerstone of an effective learning experience. Active involvement increases assimilation of material and stimulates the level of class discussion. Students are expected to contribute to the topic-at-hand by asking questions, volunteering answers, developing an argument, critiquing ideas constructively, and/or advancing the discussion to a new level.

Participation will be graded in part by your professor based on classroom behaviours.

Participation will be in part graded by your group peers. Using a 360 Evaluation model, peers will score each other on their contribution to group projects. Free-riders are to be discouraged.

Change Project 40% Students will complete a proposal concerning a change project. The proposal will outline how the student, as the leader, would use the change & influence techniques learned through the term.

The group presentation grade will be divided over multiple activities (as noted in the schedule above).

DOL2232B (530) – LEADING CHANGE WINTER 2016 COURSE OUTLINE

1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation. Academic accommodation on medical grounds will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete her academic responsibilities. Appropriate academic accommodation will be determined by the Dean's Office in consultation with the student's instructor(s). Please note that personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are not grounds for academic accommodation.

A UWO Student Medical Certificate (SMC) is **required** if a student is seeking academic accommodation on medical grounds. This documentation should be obtained at the time of the initial consultation with the physician/nurse practitioner or walk-in clinic. A SMC can be downloaded under the Medical Documentation heading of the following website:

<https://studentservices.uwo.ca/secure/index.cfm> . If it is not possible to have an SMC completed by the attending physician/nurse practitioner, the student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously affected. Please note that under University Senate regulations documentation stating simply that the student "was seen for a medical reason" or "was ill" is **not** adequate to support a request for academic accommodation. All documentation is to be submitted to an Academic Advisor.

Whenever possible, requests for academic accommodation should be initiated in advance of due dates, examination dates, etc. Students must follow up with their professors and Academic Advisor in a timely manner.

The full statement of University policy regarding extensions of deadlines or makeup exams can be found at <http://www.westerncalendar.uwo.ca/2015/pg117.html>

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal problem that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds may not be considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult an Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines (refer to the Registrar's website, www.registrar.uwo.ca, for official dates). You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

The Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory.

3. ABSENCES

Short Absences: If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test

DOL2232B (530) – LEADING CHANGE WINTER 2016 COURSE OUTLINE

or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

Extended Absences: If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate.

4. POLICY ON CHEATING & ACADEMIC MISCONDUCT

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:
http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Students are urged to read the section on Scholastic Offences in the Academic Calendar. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Academic Misconduct in the Western Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Student Services Centre, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com.

Computer-marked Tests/exams:

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

DOL2232B (530) – LEADING CHANGE WINTER 2016 COURSE OUTLINE

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal signed by the student must be sent to the Department Chair. If the response of the department is considered unsatisfactory to the student, she may then submit a signed, written appeal to the Office of the Dean. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office, or you can consult an Academic Advisor. Students are advised to consult the section on Academic Rights and Responsibilities in the Western Academic Calendar.

6. PREREQUISITES AND ANTIREQUISITES

Unless you have either the prerequisites for a course or written special permission from your Dean to enroll in it, you will be removed from the course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

Similarly, you will also be deleted from a class list if you have previously taken an antirequisite course unless this has the approval of the Dean. These decisions may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course because you have taken an antirequisite course.

7. SUPPORT SERVICES

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/>. The Western Registrar's website is at <http://www.registrar.uwo.ca/index.html>. The website for the Student Development Centre at Western is at <http://www.sdc.uwo.ca/>. Students who are in emotional/mental distress should refer to Mental Health @ Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Ontario.