

Course Syllabus  
Spring 2010

**CIS/MNGT 650 INNOVATION, TECHNOLOGY & ORGANIZATIONAL CHANGE**

<b><u>Instructor:</u></b>	Dr. Elizabeth A. Regan
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<b><u>Online Office Hours:</u></b>	Monday 6pm to 7pm; Wednesday 8am to 9am am. (These times are reserved for online students; however, online students are welcome to contact the instructor during regular office hours as well as by telephone or in person.) Office hours will be held twice weekly in the <b>Bb Wimba Classroom</b> .

**Course Description**

This course examines the literature on innovation, technology, and organizational change in order to understand the variables that impact organizational development, growth and performance. The primary focus is on strategic planning and leadership for effective implementation of organizational change. It examines key elements of technology and innovation that can transform and energize businesses and public entities. These elements include e-commerce, knowledge management, and business operations. This course stresses both the practical and academic view to meet the needs of business students.

**Prerequisites**

Graduate standing or permission of instructor.

**Course Goals and Student Learning Outcomes**

Organizational structures and practices are undergoing profound transformations. A number of forces, especially in the areas of Information technology, globalization, and customer focus have created unprecedented opportunities and demands for change on institutions of all types. Implementing technologies such as e-commerce, enterprise resource systems, supply chain management, customer relationship management, health information technology, and knowledge management all demand organizational change. The ability to lead large-scale organizational change has become an essential management skill. The difficulties of instituting and institutionalizing change tend to be greatly underestimated. The goal of this course is to provide both strategic and practical perspectives on implementing organizational change with particular focus on innovations related to information technology and digital networks. Topics will include: forces driving change, succeeding in the Internet (digital) culture, the impact of technology and change on workers, technology innovation and adoption, the relationship of innovation to business competition and strategy, models and practices for implementing change, leadership for change, and managing in an environment of continuous change. Social and ethical issues arising from technology and organizational change will also be reviewed.

At the completion of this course, the student will be able to:

- a. Describe the impact on organizations of three primary forces for change: rapid development of technology, increasing focus on customers, and the expanding globalization of markets.
- b. Describe ways in which digital networks and e-business are revolutionizing how organizations are operated.
- c. Evaluate various approaches to organizational change such as reengineering, downsizing, continuous improvement, mergers, acquisitions, turnarounds, restructuring, improvisational models, etc.
- d. Assess the latest thinking and best practice on leading and implementing change: what works, what doesn't, and why.

- e. Analyze opportunities and set direction for change: from vision to adaptation.
- f. Apply technology innovation and adoption models as strategies for economic development and change.
- g. Deepen your sensitivity and understanding about how people respond to change, especially in an organizational context.
- h. Describe the role of leadership in the process of planning, implementing, and institutionalizing organizational change.
- i. Use a variety of web-based, online research methods to identify and evaluate resources related to innovation, information technology, and organizational change.
- j. Explore requirements or challenges for effective implementation of organizational change and examine what it means to be a change agent.
- k. Identify common pitfalls in leading change and appropriate strategies for avoiding them.
- l. Explore strategies for operating under conditions of continuous change and managing the longer-term, second-order challenges of major change programs.
- m. Develop strategic and tactical plans for implementing large-scale organizational change.

### **Instructional Materials**

#### Required Texts:

Jick, Todd D. and Peiperl, Maury A. *Managing Change: Cases and Concepts*, 2<sup>nd</sup> Ed. Boston: McGraw-Hill Irwin, 2003. ISBN 978-0-256-26458-6

Kanter, Rosabeth Moss. (2001). *E-Volve: Succeeding in the Digital Culture of Tomorrow*, Boston: Harvard Business School Press. ISBN 1-57851-439-8. [www.hbsp.harvard.edu](http://www.hbsp.harvard.edu).

*Global Tech at the Crossroads* (An Online Simulation) \$50. The simulation access code and text will be purchased on the Web directly from ExperiencePoint [www.experiencepoint.com](http://www.experiencepoint.com). Details will be provided after the start of the semester.

#### Case Study Material:

The course requires the completion of three case studies that must be purchased separately. Since cases change each semester, purchase information will be provided during the first weeks of class.

*Note: The texts are just beginning points to understand the subject matter. Students should plan on spending significant amounts of time searching online databases. Students will participate in developing a bibliography of additional web-based and published resources.*

#### Additional References/Supplements:

Friedman, Thomas L. *The World Is Flat: A Brief History of the Twenty-First Century*. New York: Farrar, Straus, and Giroux, 2005.

Johnson, Spencer. *Who Moved My Cheese?* 1998. New York: G. P. Putnam's Sons.

Katzenback, John R. 1995. *Real Change Leaders: How You Can Create Growth & High Performance at Your Company*. New York: Time Business.

Kotter, John P. (1996) *Leading Change*. Boston: Harvard Business School Press. ISBN 0-87584-747-1 [www.hbsp.harvard.edu](http://www.hbsp.harvard.edu)

Peters, Thomas J. 1997. *The Circle of Innovation: You Can't Shrink Your Way to Greatness*, Tom Peters.

Tapscott, Don and Anthony D. Williams. 2006. *Wikinomics: How Mass Collaboration Changes Everything*. Portfolio, Penguin Group. ISBN 978-1-59184-138-8.

Wheatley, Margaret J. 1994. *Leadership and the New Science: Learning About Organization from an Orderly Universe*. San Francisco: Berrett-Koehler Publishers, Inc.

### Outline of Course (Week-by-week Breakdown)

<u>Week</u>	<u>Topic</u>
1 & 2	Introduction to Innovation and Organizational Change: Forces for Change
3 & 4	Succeeding in the Digital Culture of Tomorrow
5 & 6	Setting Direction for Change: Vision and Adaptation
7 & 8	Implementation of Organizational Change
9 & 10	Impact of Technology and Change on Workers
11 & 12	Importance of Leadership; Role of the Change Agent
13 & 14	Managing in an Environment of Continuous Change

### Grading Policies

Students will participate in a variety of group projects, individual assignments, and discussions. Additionally, they will complete a term project that will require outside readings, online database and library research.

Participation in group projects (6)	25%
Individual assignments (5)	25%
Term project	30%
Discussion Board	10%
Reflective Journals	<u>10%</u>
	100 %

Basis for Final Grade:

Final grades will be based upon the number of earned points as a percentage of the total possible points.

A	100 – 90 %
B	89 – 80 %
C	79 – 70 %
D	69 – 60 %
E	less than 60 %

### Academic Honesty Policy

Morehead State University policy regarding academic honesty will be strictly enforced. Collaboration in learning course material is encouraged and required in many class activities. However, individual assignments should represent individual effort. All sources (including the Internet) used in preparing assignments must be properly identified and cited. Cheating, fabrication, plagiarizing or helping others to commit these acts will not be tolerated. Academic dishonesty will result in severe disciplinary action including, but not limited to, failure of the student assessment item or course, and/or dismissal from MSU. If you are not sure what constitutes academic dishonesty, read *The Eagle Student Handbook* or ask your instructor. The policy is located at <http://www.moreheadstate.edu/files/units/dsl/eaglehandbook/studenthandbook2008-09.pdf> [pgs.11&39] For example, copying information from the Internet is plagiarism if appropriate credit is not given.

### Policy for Accommodating Students with Disabilities

Professional staff from MSU Academic Services Center (ASC) coordinates efforts to address accessibility needs and class accommodations with instructors of students who have learning or physical disabilities. Faculty will cooperate with the ASC staff to accommodate the needs of students taking departmental courses.

**Campus Safety Statement**

Emergency response information will be discussed in traditional classes. Students should familiarize themselves with the nearest exit routes in the event evacuation becomes necessary. If students have special needs or will require assistance during an emergency evacuation, they should notify the instructor at the beginning of the semester. Students should familiarize themselves with emergency response protocols at [www.moreheadstate.edu/emergency](http://www.moreheadstate.edu/emergency). Online students should be aware of risks associated with using computers and electronic networks, and use appropriate procedures to avoid unauthorized access to their computer accounts, loss of data, computer virus attacks, etc.

**Technology Requirements**

Students will need access to a personal computer with Internet connection, e-mail, and MSU Blackboard account.

**Student e-mail.**

Class e-mail will be sent routinely to students at their MSU e-mail address. If you prefer using another email account, please go into your university administrative account to set up a preferred e-mail address. In this way, mail addressed to your campus e-mail will automatically be forwarded to the preferred address you designate. Then you won't miss important class mail, MSU official information, courtesy notices from the Library, or other items that may be important to you. <https://secureweb.moreheadstate.edu/>

**Policy on Participation**

Active participation within and among work groups and the class is highly important to class success. The instructor reserves the right to adjust student assessment based on class engagement.

## CIS 650 Assessment of Student Learning Outcomes

STUDENT LEARNING OUTCOME (SLO)	GROUP PROJECTS	INDIVIDUAL ASSIGNMENTS	TERM PROJECT	DISCUSSION BOARD	REFLECTIVE JOURNAL	CHANGE SIMULATION
n. Describe the impact on organizations of three primary forces for change: rapid development of technology, increasing focus on customers, and the expanding globalization of markets.		X				
o. Describe ways in which digital networks and e-business are revolutionizing how organizations are operated.	X	X		X	X	
p. Evaluate various approaches to organizational change such as reengineering, downsizing, continuous improvement, mergers, acquisitions, turnarounds, restructuring, improvisational models, etc.	X	X		X	X	
q. Assess the latest thinking and best practice on leading and implementing change: what works, what doesn't, and why.	X	X	X	X	X	X
r. Analyze opportunities and set direction for change: from vision to adaptation.	X	X			X	X
s. Apply technology innovation and adoption models as strategies for economic development and change.	X					X
t. Deepen your sensitivity and understanding about how people respond to change, especially in an organizational context.	X	X			X	X
u. Describe the role of leadership in the process of planning, implementing, and institutionalizing organizational change.	X	X				X
v. Use a variety of web-based, online research methods to identify and evaluate resources related to innovation, information technology, and organizational change.			X	X		
w. Explore requirements or challenges for effective implementation of organizational change and examine what it means to be a change agent.			X			X
x. Identify common pitfalls in leading change and appropriate strategies for avoiding them.	X	X				X
y. Explore strategies for operating under conditions of continuous change and managing the longer-term, second-order challenges of major change programs.	X	X	X			
m. Develop strategic and tactical plans for implementing large-scale organizational change.			X			