

MGT 594 - TRANSFORMING ORGANIZATIONS

Fall 2021 (81041)

August 30 – December 17, 2021

Important: The instructor reserves the right to change the content, format, course schedule, and grading policies of this course if deemed necessary. If and when any changes occur, you will be notified as soon as possible.

All students are required to have their own e-mail accounts to communicate with the instructor and other students. E-mail messages will be returned within 24 hours.

COURSE OVERVIEW AND OBJECTIVES

This course examines issues related to organizational transformation and specifically to technologies leveraged by organizations to respond to changes in internal and/or external environments. Also included are the sources of change, change strategies, and the impact of change on organizations. Use of case analysis is incorporated into the course to provide an opportunity to apply the concepts and issues related to the studies. Through completion of this course, students will be able to:

- Understand organizational transformation theories, concepts, strategies, tools, and methodologies.
- Apply organizational transformation theories, concepts, strategies, tools, and methodologies to transform organizations and positively impact their long-term viability and success.
- Analyze an organization, assess its need for transformation, and create a viable plan that enables organizational transformation.

COURSE METHODS

A variety of course methods such as short lectures & presentations, independent readings, discussions, and case analysis etc. will be used, all of which require the student to be an active participant in the learning process. The focus will be on discussing organizational transformation theories, concepts, and strategies. The materials for the discussion will be made available to the students on D2L before the class. Students are expected to read all weekly materials in advance and be prepared to discuss them during the week. The instructor will act as the facilitator in enhancing the learning process.

COURSE MATERIALS

This course does not require a textbook. There will be several readings and case studies assigned for this course. Some of the required readings will be made available on the D2L course shell. Case studies and some readings from the Harvard Business School (HBS) Library will need to be purchased by students.

COURSE DELIVERY METHODS



- Short lectures, presentations, and independent readings (30%)
- Discussion and participatory learning (30%)
- Case study analysis (40%)

EVALUATION

	<u>Points</u>
Weekly online discussions – individual	150
Case study analysis – group	150
Project – individual	<u>100</u>
Total Grade	<u>400</u>

Evaluation Notes

1. Case Study Analysis: Students working in groups are required to analyze cases assigned for the course and write up to a maximum of fifteen-page case analysis report. A good answer should deal explicitly with the specific problems posted for the case within the context of the broader issues being discussed in the course. It should be well supported by sound analysis and arguments that recognize the pros and cons of taking any recommended action. The answer should include ideas for implementation. Pretend that you are preparing this analysis for presentation to the Board of Directors, and the CEO of the company.

Case study analysis is due on Monday morning by 8:00 a.m. I will grade the case study analysis within one week and post the grades on D2L. The grading rubric used for assessing case study analysis is provided on D2L.

2. Weekly Discussions: The course is intended to be a community of learners and the weekly discussions are a critical part of the learning process. The weekly discussion question will be posted on Sunday based on the assigned readings and you will participate in the discussion forum from Sunday morning through following Sunday midnight. Responses posted after that will not be graded. These discussions will provide you an opportunity to reflect and share your understanding of the course materials. All discussions will be graded by the end of the week and student grades will be posted on D2L.

I shall assess your contribution by assessing the quality of your contributions; your insights; contribution to knowledge; synthesis of assigned reading materials and posts by students; and by inspecting the frequency of your postings and reading of the discussion. The grading rubric used for assessing weekly online participation is provided on D2L.

- Project: The pace of change taking place in the world continues to accelerate and create uncertainties for organizations. Organizations that fear the unfamiliar and fail to keep pace with changes in their environment will face existential challenges, whereas the learning organization will adapt to change for future sustained success. It is likely that during your career you will be expected to survey and/or identify opportunities for reimagining the value proposition of your organization. Your investigation leading to a recommendation to implement changes will require your organization to commit resources for successful implementation. As organizational resources are scarce and need to be carefully invested in projects you need to have a good understanding of the transformation you are recommending, know the right questions to ask to evaluate the changes necessary for the transformation and have adequate background to search for the answers. The project helps you prepare for such an exercise.

Each student in the class will complete a project and write a report on an organizational transformation. This report will focus on organizational transformation of an organization that is being challenged by changes in its environment. The report should not just be a collection of facts or summaries. You should provide your own insights on the issue and present a clear vision for the future. Projects will need to be approved by instructor for relevance and to avoid duplication. For additional information on the project see the recommended project report guidelines document.

Grading

You will begin the class as a professional who needs training to become a manager equipped with the skills to guide an organization to be successful in their organizational transformation. The points you accumulate at the end of the course will determine your expertise level at the end of the course.

Points	Grade	Expertise
360-400	A	Manager
320-359	B	Consultant
280-319	C	Junior consultant
240-279	D	Analyst
<240	F	Needs training

COURSE POLICIES AND INSTRUCTOR EXPECTATIONS

Students are required to meet the expectations listed below.

- Professional Behavior: It is important that you maintain a professional demeanor at all times, including during “electronic communication”. TAMUC expects this from you, as do current and future employers. Since so much communication in the workplace today is electronic, this course will be a good place to practice interacting in a manner appropriate to a professional setting. In particular, take special care when posting and responding to discussion board questions.

- Regular and Timely Participation: You are expected to read all course materials and be prepared to engage in the learning process. There will be no required live sessions for the course. However, if needed I'll schedule live sessions to help answer your questions.
- Assignments:
 - Submitted assignments must be correctly formatted and free of grammatical and stylistic errors. Students in MGT 594 should have at least some skill with software for word processing, spreadsheets, databases, graphics, and presentations, and with web browsers and search engines. Spelling and grammatical errors will detract from grade!
 - Assignments must be submitted on time. Assignments are due at the date and time listed. Start working on each assignment as soon as you possibly can so that you can ask questions in a timely manner if needed. If you do not submit assignments on time, I will deduct 5 points per day late.
 - Assignments must be complete. You must complete and submit assignments at the specified due date and time to receive credit for the assignment. Please don't submit work that is only "half-finished".
 - Please submit all assignments in a format that is compatible with Microsoft Office. Please save all documents as doc or docx files. Do not submit assignments as PDF documents.
 - Back-ups are required: You are required to back up all your assignments on a disk that can be submitted to me upon my request. If work is lost due to insufficient back-up, you will not have the opportunity to recreate and submit at a later time.
 - Good communication skills are a requirement of all management professionals. Company recruiters consider these skills critical. Therefore, 10% of the grade of any submitted paper or report will be based on its quality. Quality refers to following the required format, order, and layout of the report, the inclusion of graphs and charts where appropriate, and the use of correct grammar, spelling and punctuation. Keep professionalism in mind. Submit your work in the same way you would to your manager in the business world. All submissions are to be typed using Times New Roman, font size 12 and single spaced. **Plagiarism will result in an automatic fail.**
- E-mail: While Zoom discussions are one mechanism for communicating to the class, I will also be sending emails. Therefore, students must routinely check e-mail sent to your respective TAMUC email accounts.
- Make-up or late assignments will only be accepted if you obtain university approved documentation for your excuse: There are no make-up assignments for poor performance on a previous assignment.
- Changes to schedule: While I plan to stick to the class schedule, there may be occasions to modify the schedule. In these cases, all changes will be announced by e-mail. It is your responsibility to become aware of any such changes.

TENTATIVE SCHEDULE

A classroom is a place to meet and discuss ideas. As you read the assigned materials, you should ask yourself, “What does this chapter (or reading) tell you about transforming organizations? How can you relate it to what you know about transforming organizations? How does it add to your body of knowledge? Do you agree with the author(s)? If not, why not? What do you foresee happening in the future? Discussions outside of class are very useful and I encourage you to form study groups. While I am there to guide you through the learning process, it is one where each one of you travels on her/his own with the help of your peers.

Content



- Fundamentals: Core concepts & theories, strategies, and methodologies (50%)
- Industry Applications: Linking theory and real-world (40%)
- Latest Developments: Recent advances and future trends (10%)

Levels



- Introductory: Appropriate for beginners (50%)
- Specialized: Assumes experience in practice area (30%)
- Advanced: In-depth exploration at graduate level (20%)

MGT 594 – Transforming Organizations Tentative Course Schedule				
Week/ Module	Dates	Topics	Assignments	Readings/Supplementary Materials
1/1	8/30- 9/5	An introduction to the course and student groups. Module 1: An introduction to transforming organizations	Weekly assignment	Systems thinking Start with why Reading: With TRANSFORMATION Comes DISRUPTION
2/1	9/6- 9/12	Module 1: Understanding organizational transformation: Why do organizations need to transform?	Weekly assignment	Higher ed Health care Manufacturing
3/1	9/13- 9/19	Module 1: Reimagining the organization – the vision and strategy	Weekly assignment Project milestone #1	Why transformation fails? Vision for transformation Transformation strategies

4/4	9/20-9/26	Module 1: Dealing with uncertainty and clarity of communication	Weekly assignment	Supply Chains Uncertainty and transformation Transformation in uncertain times
5/5	9/27-10/3	Module 2: How do we achieve the transformation? Where do we start?	Weekly assignment Digital Business Transformation in Silicon Savannah case study due 9/27 (8:00 am)	Organizational capability Stages of transformation (BCG)
6/6	10/4-10/10	Module 2: Organizational design	Weekly assignment Project milestone #2	Organizational design Organizational structure to support transformation Organizational health
7/7	10/11-10/17	Module 2: Organizational culture	Weekly assignment	Understanding culture transformation Cultural transformation
8/8	10/18-10/24	Module 2: Organizational technology	Weekly assignment	Digital transformation Role of technology in digital transformation Thriving in a digital world
9	10/25-10/31	Module 3: What will the transformed organization look like?	Weekly assignment Transformation at ING (A) case study due 10/25 (8:00 am)	Top 20 transformations of the last decade
10	11/1-11/7	Module 3: The rearview mirror view	Weekly assignment Project milestone #3	Leading with results Digital transformation failures
11	11/8-11/14	Module 3: Learning from others	Weekly assignment	Unlocking success in digital transformations
12	11/15-11/21	Module 3: Viewing the horizon	Weekly assignment	Transformation with a capital T

13	11/22-11/28	Thanksgiving break		
14	11/29-12/5	Module 4: The big picture	Weekly assignment Future Generali India Life Insurance Company Limited (FGILI) case study due 11/29 (8:00 am)	Sustaining momentum Is organizational transformation a science?
15	12/6-12/12	Module 4: Agile organizations	Weekly assignment	Understanding organizational agility Characteristics of agile organizations Agile transformations
16	12/13-12/17	Module 4: Trees vs the Forest	Weekly assignment Final project report due	Learning organization Connecting the dots

COURSE OBJECTIVES ALIGNED TO COLLEGE OF BUSINESS STUDENT LEARNING OUTCOMES

COB Student Learning Outcomes (SLOs)	Course Objectives - After successfully completing this course, students will be able to:	Measurement Methods (Outcome Assessments)
2. Students will demonstrate proficiency in written communications by creating clear and well-structured business documents. 3. Students will identify and evaluate ethical business issues. 4. Students will identify and evaluate global business challenges. 5. Students will be analytical problem solvers in business environments.	<ul style="list-style-type: none"> Understand organizational transformation theories, concepts, strategies, tools, and methodologies. Apply organizational transformation theories, concepts, strategies, tools, and methodologies to transform organizations and positively impact their long-term viability and success. Analyze an organization, assess its need for transformation, and create a viable plan that enables organizational transformation. 	<ul style="list-style-type: none"> Weekly discussions Case study analysis Organizational transformation project

UNIVERSITY POLICIES

Statement on academic integrity

Academic honesty is the foundation of the university community. Cheating, plagiarism, or other acts of academic dishonesty compromise the integrity of the academic process and community and are subject to disciplinary action. For this class, plagiarism will result in automatic failure (final course grade of F). Please read the Academic Honesty Policy (Ethics Statement) posted on the following website: <https://new.tamuc.edu/college-of-business/integrity-policy/>

Statement of ethical and professional conduct

The College of Business at Texas A&M University-Commerce faculty, staff and students will follow the highest level of ethical and professional behavior. We will strive to be recognized as a community with legal, ethical, and moral principles and to teach and practice professionalism in all that we do. In an academic environment, we will endeavor to not only teach these values but also to live them in our daily lives and work. Faculty and staff are held to the same standards as our students.

The Academic Dishonesty Policy of the Management Department is governed by the following university procedures: 13.99.99.R0.03 Undergraduate Academic Dishonesty and 13.99.99.R0.10 Graduate Student Academic Dishonesty. You may read the procedure in its entirety from the University's website. Failure to abide by these principles will result in sanctions up to and including dismissal from the University.

Tenets of common behavior statement

All students enrolled at the university shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment (See current Student Guidebook: <https://www.tamuc.edu/wp-content/uploads/2021/05/TAMUC-2020-2021-Student-Guidebook.pdf>).

Special needs/reasonable accommodations

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services
Texas A&M University-Commerce, Gee Library, Room 132
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148

StudentDisabilityServices@tamu-commerce.edu
<https://www.tamuc.edu/student-disability-services/>

Counseling Center

The Counseling Center at A&M-Commerce, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit www.tamuc.edu/counsel

University campus concealed carry statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to (<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>) and/or consult your event organizer). Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

University nondiscrimination statement

Texas A&M-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Required syllabus language regarding the university's pandemic response

Students should not attend class when ill or after exposure to anyone with a communicable illness. Communicate such instances directly with your instructor. Faculty will work to support the student getting access to missed content or completing missed assignments.

Smoke, vapor & tobacco free environment

University Procedure 34.05.99.R1 now prohibits the use of vapor/electronic cigarettes, smokeless tobacco, snuff and chewing tobacco inside and adjacent to any building owned, leased, or operated by A&M – Commerce.

University rules and procedures

Please refer to Section 13 on the following website for university rules and procedures. <http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/>