



Course Syllabus: Spring 2026
US 597.02W Leading through Disruptive Change & Us (CRN 24454)
3/16/26 – 5/8/26
INSTRUCTOR INFORMATION

Instructor: Nancy Albers, PhD

Office Hours: Office hours will be conducted virtually by appointment.

Email Address: Nancy.Albers@etamu.edu

Location: Online

Course Time: Wednesdays, 6:30 p.m. – 7:45 p.m.

Preferred Form of Communication: Email

Communication Response Time: Under normal circumstances, response time will be within 24 hours.

COURSE INFORMATION

Course Description:

This course will address strategies and methods of managing and leading during times of unexpected changes. Disruptive change can be complicated and result in alterations to policies, expectations, and practices.

Student Learning Outcomes: By the end of this course, the students will be able to:

- 1. Recognize Disruptive Change**
Be able to recognize conditions that may lead to or have caused an environment of disruptive change
- 2. Understand Disruptions**
Understand the various individuals, the systems, the processes, and the output impacted by disruptive change
- 3. Develop Strategies, Objectives, and Tactics**
Apply what you have learned to develop strategies, and tactics for your work area.

COURSE REQUIREMENTS

Instructional Methods

This course is delivered in a synchronous, fully online format. The class meets 8 times. For the best learning experience, participants are encouraged to attend the class sessions. Course sessions will be recorded and posted to the course site for times when participants are unable to attend. The course content will be available on the course website with no textbook or required course materials.

Learn More: Optional Readings

Antonio, Jerome L. and Dominik K. Kanbach, (2023), "Contextual Factors of Disruptive Change: A systematic Review and Framework," *Technology Forecasting and Social Change*, 188

Christensen, Clayton M. (2016), *The Innovator's Dilemma: Management of Innovation and Change*. Boston, MA: Harvard Business Review Press

Christensen, Clayton M., and Michael Overdorf (2000) "Meeting the Challenge of Disruptive Change." *Harvard Business Review*, 78 (2), 66–76

Christensen, Clayton M. and Michael Raynor (2015), "What is Disruptive Innovation?" *Harvard Business Review*, 93 (12), 44–53.

GRADING

Course Grades: The overall grade in the class will be assigned as either S (Satisfactory) = 60% - 100%, or U (Unsatisfactory) = 0% - 59%. The grade for this class will be based on a 500-word maximum reflective short essay. The essay will include applications of course content to your work environment should you face disruptive change.

TECHNOLOGY REQUIREMENTS

LMS: All course sections offered by East Texas A&M University have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are the technical requirements.

LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

LMS Browser Support:

https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm

Access and Navigation:

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@etamu.edu.

COURSE AND UNIVERSITY PROCEDURES/POLICIES**Course-Specific Policies and Procedures**

Attendance: While attendance is not mandatory, it is strongly encouraged.

Grades of Incomplete: A grade of Incomplete (X) will not be given in this class.

University-Specific Policies and Procedures**Student Conduct:**

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](#).

<http://www.etamu.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: <https://www.britannica.com/topic/netiquette>

Academic Integrity:

Students at East Texas A&M University are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

[Undergraduate Student Academic Dishonesty Form](#)

<http://www.etamu.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/documents/13.99.99.R0.03UndergraduateStudentAcademicDishonestyForm.pdf>

<http://www.etamu.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

AI Use Policy:

This syllabus is tentative and subject to change.

East Texas A&M University acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course. Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism). Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If no instructions are provided the student should assume that the use of such software is disallowed. In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

Students with Disabilities-- ADA Statement:

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:

East Texas A&M University
Velma K. Waters Library Rm 162
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148

Email: studentdisabilityservices@etamu.edu

Website: [Office of Student Disability Resources and Services](#)

<http://www.etamu.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

Nondiscrimination Notice:

East Texas A&M University 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.

Campus Concealed Carry Statement:

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in East Texas A&M University 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 East Texas A&M University Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or

consult your event organizer. Web URL:

<http://www.etamu.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all East Texas A&M University campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

East Texas A&M University Supports Students' Mental Health:

The Counseling Center at East Texas A&M University, 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.etamu.edu/counsel

COURSE OUTLINE *(All class assignments are scheduled tentatively at this time. They may be changed, but advance notice will be given in class.)*

Dates	Topic
3/18	Introduction to Disruptive Change
3/25	Leading through Disruptive Change
4/1	Disrupted Human Resources
4/8	Disruptive Changes in Demand
4/15	Disruptive External Forces
4/22	Responding to Disruptive Change
4/29	Disruptive Financial Uncertainty
5/6	Disrupted Disruption