

**MCGC Syllabus  
MSM608 Change Management  
Spring 2008**

**1. Title**

Managing Change  
3 credits

**2. Description**

This course prepares participants to lead change initiatives within a variety of organizational settings. Students will explore change management through a systems approach as it relates to the structural, human resource, political and symbolic frames. Analysis will include contrasting organizational environments, assessing conditions that foster both acceptance and resistance to change, and discussing specific strategies for managing change. Participants are required to select a "live" project and apply the course content to this project.

**3. Intended Audience and Rationale**

Students who may be responsible for implementing and facilitating change within the organization or environment in which they work. This course is designed to foster the skills necessary for leading teams through a successful transition process.

**4. Goals**

The goals of this course are to:

- Examine theories and best practices for successful change implementation
- Develop effective planning strategies
- Create a community of learning for sharing best practices and experience

**5. Learning Objectives**

The student will:

- Analyze prevailing theories and best practices in change management literature
- Apply theories and practices to personal and professional experiences with change management
- Synthesize theories, practices, and experiences into a comprehensive change management plan

**6. Topical Outline**

**Session 1: Introductions, Expectations and Theoretical Background**

**Session 2: The Organization**

**Session 3: The Structural Frame**

**Session 4: The Human Resource Frame**

**Session 5: The Political Frame**

**Session 6: The Symbolic Frame**

**Session 7: Presentations and Wrapping It Up!**

## 7. Instructional Procedures

This course will use multiple approaches. The face-to-face classes will consist of lecture, discussion, and interactive activities. The intent is to allow students to try out different tools and techniques for change management in the safe environment of the classroom. Students are expected to apply successful techniques to their current work situation and report back on the outcomes.

We will use the Marlboro College Graduate Center Moodle environment to manage our online conversations. Plan to log in at least once every 48 hours. I will post each week's discussion questions on Saturday in the appropriate Moodle conference. Each conference will be open for approximately two weeks, until the next class meeting. You are expected to write at least two comprehensive posts as well as two substantive replies each week. You should feel free to initiate discussions as well.

## 8. Evaluation Procedures

Class Attendance and Participation	25%
Moodle Online Participation	20%
Weekly Assignments	35%
Final Presentation	20%

## 9. Format

This course has a face-to-face component and an online component. You are expected to attend and participate in class discussions in both formats.

Each face-to-face class will be recorded and made available at

<http://gradcenter.marlboro.edu/academics/audio.html>

## 10. Prerequisites

None

## 11. Required Texts

Bridges, William (2003). *Managing Transitions: Making the Most of Change*. Cambridge, Massachusetts: Dacapro Press.

Bolman, Lee & Deal, Terrence (2003). *Reframing Organizations*. San Francisco, California: Jossey-Bass.

Brassard, Michael & Ritter, Diane (1994). *The Memory Jogger II*. Salem, NH: Goal/QPC. **NOTE: We receive a discount by ordering a certain quantity. Therefore, it will be available to purchase during your first class for \$9.00.**

## **12. Competence Statement**

**Ronda Berntsen** is principal of Berntsen Consulting, an organizational development consulting company. She specializes in a variety of business development areas, including strategic planning, “Lean” quality improvement methodologies, and leadership coaching.

Ronda has over twenty-five years of professional work experience as an organizational development specialist, manager and healthcare clinician. She has been responsible for the implementation of numerous organizational change initiatives and through her guidance, organizations have realized higher customer satisfaction scores, increased productivity, improved performance and greater employee retention.

Ronda holds an M.S. in Management from Antioch New England Graduate School, a B.S. in Management of Health Sciences, and an A.S. in Radiologic Technology. She has attended the Organizational Development Academy affiliated with Peak Development and Villanova University.

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