MGT 6388 Change and Innovation Management  
Spring 2017  
Professor: Dr. Denise R. Philpot

Class Days/Times/Location: Online  
Office Location: CC 208D  
Office Hours: Tuesday & Thursday 10:00 am – 12:00 pm and 3:00 pm – 4:00 pm  
Wednesday 11:00 am – 5:00 pm

Office Phone: 806-651-2446; Cell phone 214-460-9627  
Email: dphilpot@wtamu.edu (this is the quickest and most efficient way to communicate with me)  
Social Media: Keep up with the latest happenings of your COB on Facebook and Twitter, connect with us on LinkedIn, and check out COB videos on YouTube.  
Other: text messaging – 214-460-9627 (if sending a text message, please include your name); emails and text messages will be responded to as quickly as possible; Blackboard Course Messages will be responded to within 48 hours.

Terms of Use  
A student's continued enrollment in this course signifies acknowledgment of and agreement with the statements, disclaimers, policies, and procedures outlined within this syllabus and elsewhere in the WTClass environment. This Syllabus is a dynamic document. Elements of the course structure (e.g., dates and topics covered, but not policies) may be changed at the discretion of the professor.

WTAMU College of Business Mission Statement  
The mission of the College of Business is to provide high quality undergraduate and graduate business education with a global perspective and ethical awareness. We accomplish this through emphasis on excellence in teaching, which is strengthened by faculty scholarship and supported by professional service.

Learning Objectives of the WTAMU College of Business Programs  
The College of Business (COB) at West Texas A&M University (WTAMU) seeks to prepare students in the Bachelor of Business Administration (BBA), Master of Business Administration (MBA), Master of Professional Accounting (MPA), and the Master of Science, Finance and Economics (MSFE) degree programs for careers in business and to foster their professional growth and advancement via key learning goals and objectives. The learning objectives of the College of Business are as follows:  
- Leadership  
- Communication  
- Critical Thinking  
- Business Integration  
- Core Business Knowledge  
- Global Business Environment  
- Business Ethics and Corporate Governance

Course Description  
CIDM 6388: Change and Innovation Management
The study of change and innovation in the business environment. The process of change and innovation, how theory has informed our understanding, what tools can be useful, the importance of proactive communication, the role of technology, and why utilizing change agents can be critical to achieving positive outcomes.

**Course Objectives**

Upon completion of the course, students will be able to:

A. Understand the role of management in a changing organizational environment (COB MBA LO-2)
B. Articulate how change impacts organizational structure and internationalization (COB MBA LO-1)
C. Develop strategies for knowledge and technology management in a changing environment (COB MBA LO-4)
D. Understand the significance of managing creativity and innovation during organizational change (COB MBA LO-4)
E. Describe the systematic nature of innovation (COB MBA LO-1)
F. Understand the consequences, both good and bad, associated with innovation and change (COB MBA LO-3)

**Course Materials (Required Textbook/Software/Technology)**


**Map from COB Learning Objectives to Specific Course Objectives**

<table>
<thead>
<tr>
<th>WTAMU COB Learning Objectives</th>
<th>Course Objectives</th>
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<tbody>
<tr>
<td>Leadership</td>
<td>A</td>
</tr>
<tr>
<td>Communication</td>
<td>B, E</td>
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<tr>
<td>Critical Thinking</td>
<td>C, D</td>
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<tr>
<td>Business Integration</td>
<td>C, D</td>
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<tr>
<td>Core Business Knowledge</td>
<td>C, D</td>
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<tr>
<td>Global Business Environment</td>
<td>F</td>
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<tr>
<td>Business Ethics and Corporate Governance</td>
<td>F</td>
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</tbody>
</table>

1. Students will demonstrate competencies in writing, speaking, and technology communication via *individual exams, written assignments, and discussion forums*.
2. Students will demonstrate their competencies in critical thinking via *individual exams, written assignments, and discussion forums*.
3. Students will demonstrate their competencies in ethical decisions via *individual exams, written assignments, and discussion forums*.
4. Students will demonstrate their knowledge of the global and domestic environment and their relevance to the business contexts via *individual exams, written assignments, and discussion forums*.
5. Students will demonstrate their knowledge of diversity for effective problem-solving via *individual exams, written assignments, and discussion forums*.
Course Grading Policies

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
<th>Grade</th>
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<tbody>
<tr>
<td>Exams (2 @ 200 each)</td>
<td>400</td>
<td>A 900-1000</td>
</tr>
<tr>
<td>Group Discussion Boards (4 @ 50 each)</td>
<td>200</td>
<td>B 800-899</td>
</tr>
<tr>
<td>Journals (4 @ 50 each)</td>
<td>200</td>
<td>C 700-799</td>
</tr>
<tr>
<td>Individual Research Paper</td>
<td>200</td>
<td>D 600-699</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>1000</strong></td>
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F below 600

Course Assignment, Examination, and or Project Policies

Exams
There will be two exams given during the course of the semester. Each exam will cover the material indicated on the Course Schedule. The exams will include both multiple choice questions and essay questions for a total of 200 points each. Students who miss a regularly scheduled exam for a VALID reason (as determined by the instructor) will be allowed to make up the exam within five days of the original exam window. Exam windows will open on Friday at 5:00 pm and close on Sunday at 10:00 pm. All times listed on the class schedule are Central Standard Time. Students should make the necessary adjustments to the times based upon where they live. You will have 90 minutes to complete the exam. Questions from the exam are pulled from a bank of questions written by the professor, will appear in random order, and will be presented one question at a time.

Discussion Boards (Group Based Discussions)
There will be four discussion board assignments. A case study/supplemental article will be assigned and students will discuss the reading with their assigned group and present a final analysis/answer to the questions. To earn full points on discussion boards, students must be actively engaged in the group discussion and provide input to each of the assigned questions. As graduate students, it is expected that your responses be thoughtful, respectful, grammatically correct, and show your understanding of the topic being discussed.

Journals
There will be four journal assignments. These are reflective in nature and are designed for you to share your thoughts and experiences related to the topic presented. There will be pre-reading assigned with each journal assignment that will be provided by your professor. As graduate students, it is expected that your responses be thoughtful, grammatically correct, and show your understanding of the topic being discussed. Journal assignments are individual activities and cannot be seen by your peers. No group interaction is required on journal assignments.

Individual Paper
Each student will submit an individual paper chosen from a list of topics to be provided by the instructor. Total points for this component will be 200 points. It is expected that the paper be free from grammatical errors and appropriately use APA style for citations and reference list. The **minimum** requirement for the paper will be 6 pages of content, double-spaced, 1-inch margins, using Arial or Times Roman 12 point font. The submitted research paper should also include a separate cover page that includes your name and the title of your paper as well as a reference list formatted using the current APA style guide. As this is a short research paper, an abstract should not be included. A detailed rubric will be provided. The paper is due on April 23rd, 2017, at 10:00 pm CST. **Late papers will not be accepted.** The paper will be submitted for grading via software that checks for plagiarism. Plagiarism is a violation of the Student Code of Conduct and will be handled per College of Business policy.
# Course Topics - Tentative Calendar of Readings, Topics, and Due Dates

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic / Chapters</th>
<th>Assignments</th>
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</thead>
</table>
| 1 Jan 16 | Introduction Activity – discussion board  
Complete student profile  
**Managing People and Organizations in Changing Contexts**  
Chap 1-An introduction to managing people in changing contexts | Access Blackboard  
Complete student profile  
Complete student profile  
Acquire both books from your vendor of choice |
| 2 Jan 23 | Chapter 2  
The nature of management, managers, and their work  
Chapter 3  
Managing in the individual-organizational context | Complete Journal Assignment #1  
Due Jan 29 at 10:00 pm |
| 3 Jan 30 | Chapter 4  
Managing in the organizational context  
Chapter 5  
Managing in the international context | Complete Discussion Board #1  
Due Feb 5 at 10:00 pm |
| 4 Feb 6 | Chapter 6  
The corporate context, organizations and managing people  
Chapter 7  
The knowledge context, organizational learning and managing people | Complete Journal Assignment #2  
Due Feb 12 at 10:00 pm |
| 5 Feb 13 | Chapter 8  
The technological context, organizations and managing people  
Chapter 9  
Managing creativity and innovation | Complete Discussion Board #2  
Due Feb 19 at 10:00 pm |
| 6 Feb 20 | Chapter 10  
Managing organizational change  
Chapter 11  
Corporate governance and corporate (social) responsibility | **Exam #1**  
Available 2/24 @ 5:00 pm until 2/26 @ 10:00 pm |
<table>
<thead>
<tr>
<th>Week</th>
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</table>
| 7 Feb 27 | **Challenging the Innovation Paradigm**  
Chapter 1  
Challenging the Innovation Paradigm: The Prevailing Pro-Innovation Bias  
Chapter 2  
Due Mar 5 at 10:00 pm |
| 8 Mar 6 | Chapter 3  
An Old Word for a New World or the De-Contestation of a Political and Contested Concept  
Chapter 4  
The Unintended and Undesirable Consequences: Neglected by Innovation Research |  |
| Mar 13 – Mar 17 | **SPRING BREAK** |  |
| 9 Mar 20 | Chapter 5  
Accelerating the Innovation Race: Do We Need Reflexive Brakes?  
Chapter 6  
Innovation and the Global Financial Crisis: Systemic Consequences of Incompetence  
Chapter 7  
Weak Signals for Opting Out of the Innovation Race | Complete Discussion Board #3  
Due Mar 26 at 10:00 pm |
| 10 Mar 27 | Chapter 8  
Do Major Innovation Models Consider Unintended Consequences? A Review and Revised Framework  
Chapter 9  
From Autonomous Craftsmen to Compliant Resources: Implications for Undesirable Consequences of Innovation | Complete Journal Assignment #4  
Due Apr 2 at 10:00 pm |
| 11 Apr 3 | Chapter 10  
Organizational Innovations: An Exploratory Study of Negative Effects  
Chapter 11  
Information and Communication Technology as an Exporter of CO₂ Emissions | Complete Discussion Board #4  
Due Apr 9 at 10:00 pm |
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<thead>
<tr>
<th>Week</th>
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<th>Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Chapter 12</td>
<td>Exam #2 available&lt;br&gt;Apr 14 at 5:00 pm – Apr 16 at 10:00 pm</td>
</tr>
<tr>
<td>Apr 10</td>
<td>Challenging the Innovation Paradigm: Conclusions, Practical Implications, and Future Research</td>
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<tr>
<td></td>
<td></td>
<td>April 14-16&lt;br&gt;Exam #2– Chapters 1-12</td>
</tr>
<tr>
<td>13</td>
<td>Research Week</td>
<td>Individual Research Paper&lt;br&gt;due April 23 at 10:00 pm</td>
</tr>
<tr>
<td>Apr 17</td>
<td></td>
<td>Individual Research Paper due on Sunday, April 23</td>
</tr>
</tbody>
</table>
Additional Course Policies
All WTAMU students have the right to expect a learning environment that enables their success and a professor that is both active and engaged while supporting their learning goals. Disruptive and disrespectful behaviors will not be tolerated. This includes but is not limited to comments made on discussion boards or other unacceptable communications between students in an online learning environment. If you have a date conflict with any exams or assignments after reviewing the Course Schedule, please contact me right away. I will do my best to accommodate your schedule while being fair to other students. Please note that all work is due as assigned.

Teaching Philosophy
It is my goal to create a learning environment in which students feel respected, are engaged in the activities, and bring their questions, experiences, and ideas to the classroom. For real learning to occur, we must work together to achieve a common goal: mastery of the curriculum and the ability to apply what is learned to future activities both in and out of the classroom. In support of the learning objective, I commit to you, to be fully engaged in the classroom, to be available outside of the classroom, and to share my knowledge and experiences with you to enhance the learning process. I believe that learning should be fun (not necessarily easy or without hard work) and that I can learn from you, too. I expect each student to work at their full capacity, respect others, and participate in the classroom so that their experiences can add to the overall learning experience. Lifelong learning is the foundation of my commitment to you for ensuring that the ideas, concepts, theories and practices I bring to the classroom are current, relevant, and of value to you.

WTAMU COB Student Code of Ethics
Each student enrolled in COB courses accepts personal responsibility to uphold and defend academic integrity and to promote an atmosphere in which all individuals may flourish. The COB Student Code of Ethics strives to set a standard of honest behavior that reflects well on students, the COB and West Texas A&M University. All students enrolled in business courses are expected to follow the explicit behaviors detailed in the Student Code of Ethics.

Code of Ethics
- Do not use notes, texts, solution manuals, or other aids for a quiz or exam without instructor authorization.
- Do not copy the work of others and/or allow others to view your answers or copy your work during a quiz, exam, or on homework assignments.
- Do not allow other parties to assist in the completion of your quiz, exam, homework, paper, or project when not permitted.
- Do not work with other students on projects or assignments without authorization from the course instructor.
- Properly cite and specifically credit the source of text, graphic, and web materials in papers, projects, or other assignments.
- Do not forge the signature of an instructor, advisor, dean, or another student.
- Provide truthful information for class absences when asking faculty for excused absences or for a make-up for a quiz, exam, or homework.
- Provide truthful information on your resume including work history, academic performance, leadership activities, and membership in student organizations.
- Respect the property, personal rights, and learning environment of all members of the academic community.
- Live up to the highest ethical standards in all academic and professional endeavors.
Students violating the Student Code of Ethics will be reported to the Dean’s office and are subject to penalties described in the West Texas A&M University Code of Student Life, which may include suspension from the University. In addition, a violator of the Student Code of Ethics may become ineligible for participation in student organizations sponsored by the COB and for recognition for College academic honors, awards, and scholarships.

COB Student Resources Link
The COB has developed a Student Resources repository (e.g., APA writing style information, business core reviews, facilities, and other helpful supplements), which can be found on the COB Website. Additionally, WTAMU has developed an Academic Study Skills information site to assist students (e.g., study habits, supplemental instruction, tutoring, writing and math skills), which can be found on the WTAMU Website. For WTAMU Writing Center information (for students needing writing assistance, guidance, and feedback), please visit their website.

COB Communications Component
Students earning a BBA degree must complete at least one course with a communications component as part of the business core requirements. The COB communications component is a requirement in the following courses: ACCT 4373 (Accounting Communications), BUSI 4333 (Cross-Cultural Issues in Business Communications), BUSI 4350 (Current Issues in Management Communications), BUSI 4380 (Conflict Resolution and Negotiation), BUSI 4382 (Emerging Media Law), CIDM 3320 (Digital Collaboration and Communication), ECON 4370 (Economics of Health Care), FIN 3350 (Personal Financial Planning), FIN 4320 (Investments), FIN 4321 (Portfolio Theory), MGT 3335 (Organizational Behavior), MGT 4380 (Conflict Resolution and Negotiation), and MKT 3342 (Consumer Behavior).

Students in a communications component course are explicitly required to demonstrate knowledge of communication skills. Specific objectives may include but are not limited to the following concepts put forth by the National Business Education Association: (1) ability to organize a written and an oral message coherently and effectively, (2) ability to use technology for communication, (3) ability to research a topic, prepare a report, and present the findings to all organizational levels, and (4) ability to demonstrate critical-thinking skills. Specific course requirements and the role of the communications component with respect to student grading policy are at the discretion of the course instructor of record.

Student Travel Opportunities
In multiple business courses, there may be opportunities for student travel supplemented by student fees. If you have an interest in such opportunities as they become available, please notify a faculty member.

Dropping/Repeating the Course
Should a student decide to drop the course, it is the student’s responsibility to be aware of the final drop dates and adhere to the WTAMU Add/Drop policy. Any student participating in the course after the WTAMU posted drop date will be considered active and a grade will be administered at the end of the course for that student. Students are charged a fee for any course attempted for a third or subsequent time at WTAMU other than a non-degree credit developmental course or exempted courses.

Scholastic Dishonesty
It is the responsibility of students and instructors to help maintain scholastic integrity at the University by refusing to participate in or tolerate scholastic dishonesty. Commission of any of the following acts shall constitute scholastic dishonesty: acquiring or providing information for any assigned work or examination from any unauthorized source; informing any
person or persons of the contents of any examination prior to the time the examination is given in subsequent sections of the course or as a makeup; plagiarism; submission of a paper or project that is substantially the same for two courses unless expressly authorized by the instructor to do so; submission of a paper or project prepared by another student as your own. You are responsible for being familiar with the University’s Academic Integrity Code, as well as the COB Student Code of Ethics listed in this document.

**Academic Integrity**
All work must be completed individually unless otherwise stated. Commission of any of the following acts shall constitute scholastic dishonesty: acquiring or providing information for any assigned work or examination from any unauthorized source; informing any person or persons of the contents of any examination prior to the time the exam is given in any subsequent sections of the course or as a makeup; plagiarism; submission of a paper or project that is substantially the same for two courses unless expressly authorized by the instructor to do so. For more information, see the [Code of Student Life](#).

**Viewpoints/External Websites Disclaimer**
The views expressed in this document, web-based course materials, and/or classroom presentations and discussions are those of the professor and do not necessarily represent the views of West Texas A&M University, its faculty and staff, or its students. Views expressed by students are likewise those of the person making such statements. It is understood and expected that each individual within this course will respect and allow individual difference of opinion.

Neither the professor, the COB, nor WTAMU are responsible for the content of external websites discussed in the classroom and/or linked to via online course materials, emails, message boards, or other means. Referred websites are for illustrative purposes only, and are neither warranted nor endorsed by the professor, COB, or WTAMU. Web pages change frequently, as does domain name ownership. While every effort is made to ensure proper referencing, it is possible that students may on occasion find materials to be objectionable for reasons beyond our control.

**Acceptable Student Behavior**
Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (Code of Student Life). Unacceptable or disruptive behavior will not be tolerated. Students engaging in unacceptable behavior may be instructed to leave the classroom. Inappropriate behavior may result in disciplinary action or referral to the University’s Behavioral Intervention Team. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc.

**Technology Requirements**
All technological requirements for the successful completion of this course are the responsibility of the student, including access to a working computer and or to a device with secure broadband Internet connection, data storage and retrieval, and state-of-the-art security. The student is responsible for all technological problems not related to WTAMU, including but not limited to equipment failures, power outages, and Internet breakdowns. Furthermore, students are responsible for all necessary technical and operational skills for completing this course, and for being familiar with WTClass (the Blackboard Learning System) both in a general sense and in a specific sense as pertaining to this course and any materials stored within. The professor is not responsible for any technical matters related to WTClass. Students must contact WTClass if they have problems accessing and/or using the WTClass environment.
Physical or Educational Access - ADA Statement
West Texas A&M University seeks to provide reasonable accommodations for all qualified persons with disabilities. This University will adhere to all applicable federal, state and local laws, regulations and guidelines with respect to providing reasonable accommodations as required to afford equal educational opportunity. It is the student's responsibility to register with Student Disability Services (SDS) and to contact faculty members in a timely fashion to arrange for suitable accommodations. Contact Information: Student Success Center, CC 106; phone 806-651-2335.

Title IX Statement
West Texas A&M University is committed to providing a learning, working and living environment that promotes personal integrity, civility, and mutual respect in an environment free of sexual misconduct and discrimination. Title IX makes it clear that violence and harassment based on sex and gender are Civil Rights offenses subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories such as race, national origin, etc. Harassment is not acceptable. If you or someone you know has been harassed or assaulted, you can find the appropriate resources here:

- WTAMU Title IX Coordinator Becky Lopez – Kilgore Research Center 147, or call 806.651.3199
- WTAMU Counseling Services – Classroom Center 116, or call 806.651.2340
- WTAMU Police Department – 806.651.2300, or dial 911
- 24-hour Crisis Hotline – 800.273.8255, or 806.359.6699, or 800.692.4039
- Visit the Notalone website

For more information, see the Code of Student Life.

WT Attendance Policy for Core Curriculum Classes
For the purposes of learning assessment and strategic planning, all students enrolled in Core Curriculum or developmental courses at West Texas A&M University must swipe their Buff Gold cards through the card reader installed in the classroom/lab for each class/lab meeting.

Evacuation Statement
If you receive notice to evacuate the building, please evacuate promptly but in an orderly manner. Evacuation routes are posted in various locations indicating all exits, outside assemble area, location of fire extinguishers, fire alarm pull stations and emergency telephone numbers (651.5000 or 911). In the event an evacuation is necessary; evacuate immediately do not use elevators; take all personal belongings with you; report to outside assembly area and wait for further information; students needing assistance in the evacuation process should bring this to the attention of the instructor at the beginning of the semester.
Copyright
All original content in this document, all web-based course materials (be they text, audio, and/or video), and/or classroom presentations are subject to copyright provisions. No distribution without the express written consent of the author. Students are prohibited from selling (or being paid for taking) notes during this course to or by any person or commercial firm without the express written permission of the professor.

* Syllabus template approved by COB Curriculum Committee May 2016. Annual review of the syllabus is a formal part of the COB continuous improvement process.