**ASCJ Fall 2014**

**CMGT 508: Communication Strategy and Change**

Professor: Susan Resnick West, Ph.D.

Office: ASC 121E

E-mail: [sresnick@usc.edu](mailto:sresnick@usc.edu)

Office Hours: Wed and Thurs 5:00-6:30pm

If you plan on coming to office hours please email me at least 24 hours before.

We live in an era of Wikipedia, YouTube and Facebook. According to *Time Magazine*, these technologies are not only changing the world but also the way the world changes. Change is rapid and continuous. Communication managers, armed with state-of-the art tools and techniques are called upon everyday to communicate changes in strategy, focus and intent. This course will prepare you for that challenge.

In this course, you will:

* Understand the nature of business strategy and the critical role communication plays in its development and implementation
* Learn frameworks for managing and communicating change
* Learn and practice change communication tools and techniques
* Apply this knowledge to real business cases

Guest speakers will share their experiences, simulations will inform your learning and field projects will provide you experience in communicating strategy and change.

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| **Assignments/Course Grades** | **% Of Grade** |
| **Individual Class Assignments**: Class reading assignments, case preparation and individual mini-cases describing what you would do in a specific situation. These are short assignments to help you prepare for class discussions. They will be graded on a pass/fail basis.  **All assignments are due before class and should be sent to** [**usc.cmgt508@gmail.com**](mailto:usc.cmgt508@gmail.com)**. Full credit will only be given for assignments turned in prior to class.** | **25** |
| **Individual Paper and Presentation**:  Develop a 7-8 page paper on a “change” topic of your choice.  Detailed instructions are posted on blackboard.  **Written paper and presentation due Oct 15** | **30** |
| **Final Team Paper**: Teams of 3-5 students will identify a current change opportunity. If you have trouble identifying one, I will help you. Throughout the semester, you will study the effort and report to the class. The final project will be an analysis of the effort with recommendations. Each team will present their findings to the class (Detailed instructions will be handed out in class) **Presentation will be on Dec 3.**  **Paper Due Dec 8** | **30** |
| **Feedback:** Because two-way communication is critical, written feedback is required. You are required to submit feedbacks every other class. A feedback schedule will be posted on blackboard  The feedback should address what’s going well and what might be improved and should be emailed to Professor West at [**usc.cmgt508@gmail.com**](mailto:usc.cmgt508@gmail.com). She will compile it and share it at the next session. All shared feedback will be anonymous. Since timely feedback will improve our class experience, feedback is due within 24 hours (i.e. by 9:30 pm on Wed).  **Full credit will only be given for feedback received within 24 hours.** | **10** |
| **Participation:** Due to the nature of this course, attendance and participation are crucial for an effective learning environment.   * Attendance will be taken in each class. * Any absences will be noted and reflected as deductions in the final grade. * For those who constructively participate in class, and contribute to the class’s learning, the effort will be reflected favorably in your grade. Ask good questions! Help the class learn! | **5** |
| **Speakers Committee:** Throughout the semester we will have high profile guest speakers who are at the forefront of implementing and communicating change. A speakers committee will help coordinate the speakers. Members of this committee will be responsible for introducing the speakers; keeping the speakers abreast of current class activities and helping the speakers link the content of their presentations to the course content. Members of the committee will also have dinner with the speakers. You may volunteer to serve on this committee. Extra credit will be given to those who volunteer and do a good job. | **TBD** |

## Academic Integrity Policy

## The Annenberg School for Communication & Journalism is committed to upholding the University's Academic Integrity code as detailed in the SCampus Guide. It is the policy of the School of Communication & Journalism to report all violations of the code. Any serious violation or pattern of violations of the Academic Integrity Code will result in the student's expulsion from the Communication major or minor.

It is particularly important that you are aware of and avoid plagiarism, cheating on exams, fabricating data for a project, submitting a paper to more than one professor, or submitting a paper authored by anyone other than yourself.  If you have doubts about any of these practices, confer with a faculty member.

**Disability Policy**

Students requesting academic accommodations based on a disability are required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP when adequate documentation is filed. Please be sure the letter is delivered to me (or to the TA) as early in the semester as possible. DSP is open Monday-Friday, 8:30-5:00. The office is in Student Union 301 and their phone number is (213) 740-0776.

# **Susan Resnick West, Ph.D.**

**Susan Resnick West** is a Clinical Professor at USC’s Annenberg School of Communication & Journalism and former Director of Education at USC’s Marshall School of Business’ Center for Effective Organizations. Susan received her B.A. and Ph.D. from UCLA.

Dr. West focuses on leadership development and evaluation to enable strategic change. She has been actively involved as a researcher and/or consultant to a wide variety of organizations implementing strategic change including Alliance for Redesigning Government, ARCO, Asian Development Bank, Association for Quality and Participation, Barclays Global Investors, Canadian Forrest Products, Casa Dorinda, Cedars-Sinai, Chevron, Country Villa, County of Orange, DreamWorks, General Electric, Goal QPC, Harbor General Hospital, Hospital Council of Southern California, Hitachi Data Systems, Pioneer, Home Savings, Hughes Corporation, Kaiser Permanente, Norris Cancer Center, Northrop Grumman, Price Waterhouse and Coopers, San Diego Union-Tribune, Solutia Inc, Southern California Cable Association, U.S. Navy, Union Bank, University of Iowa, Westin Hotels and Xerox Corporation.

Susan is co-author of *Designing Performance Appraisal Systems* and several articles on performance appraisal, the management of professional employees and the evaluation of strategic change efforts. She has developed numerous programs to enable employees to participate in strategic change including: The Changing Role of the Manager, Managing Change, Ooops What Do We Do Now, You and the Balanced Score Card, Identifying and Using Job Competencies, Facilitation Skills, Strategic Self Design and Performance and Career Development. She has held management positions in the public and private sector and received grants from Goal QPC and the Association for Quality and Participation. She teaches graduate level courses in leadership and organizational change at the Annenberg School for Communication & Journalism.

**Individual Class Topics and Readings**

\*on blackboard

#in Harvard Business Reader

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| **Week 1:**  **Aug 27** | **Introduction to the Course**  #Beer, Michael;  *Leading Change*.  Harvard Business School note.  Revised: January 2007.  Product Number: 9-488-037. |
| **Week 2:**  **Sept 3**  **Due:**  Week 2 Assignment  due via class email prior to class  ([usc.cmgt508@gmail.com](mailto:usc.cmgt508@gmail.com)) | **Introduction to Strategy**   * **Readings:**   #Kim, W. Chan and Mauborgne, Renee,  *Blue* *Ocean* *Strategy*.  Harvard Business Review article.  Product Number:  RO410D.  ~~#~~ Cirque du Soleil Product # 9403 - 006  \*Strategy's Strategist: An Interview with Richard Rumelt. The McKinsey Quarterly,  August 2007.  \*Strategy as A Little Black Dress  \* Minztberg 5 P’s  **Optional**:  Kim, W. Chan and Renee Mauborgne,  *Blue*  *Ocean* *Strategy*. Harvard Business School Press, 2005.  Cirque du Soleil Video *(see blackboard for access instructions)*  In-class video case analysis. |
| **Week 3:**  **Sept 10**  **Due:**  Week 3 Assignment  due via email prior to class  ([usc.cmgt508@gmail.com](mailto:usc.cmgt508@gmail.com)) | **Introduction to Change: Models of Change**  **Readings:**  Kotter, John. Our Iceberg is Melting: Changing and Succeeding Under Any Conditions. NY: St. Martins Press 2005.  #Kotter, John. *Leading Change: Why Transformational Efforts Fail*. Harvard Business Review article. Product Number: RO701J.  \*Worley, Christopher G. and Lawler, Edward E., *Designing Organizations That Are Built to Change.* MIT Sloan Management Review, Fall 2006, Volume 48, No.1 Available online through the USC library.  #Beer, Michael and Eisenstat, Russell, *How to Have an Honest Conversation About Your Business Strategy*. Harvard Business School Review OnPoint Article, February 2004. Product Number: 5925.  **Optional:**  Kotter, John, *Leading Change.* Harvard Business School Publishing, 1996.  Kotter, John, *The Heart of Change.* Harvard Business School Publishing, 2002.  Lawler, Edward E. and Christopher G. Worley, *Built to Change: How to Achieve Sustained Organizational Effectiveness*. Jossey-Bass, 2006  Chapter 1- 4. |
| **Week 4:**  **Sept 17**  **Due:**   1. Week 4 Assignment: due via email prior to class ([usc.cmgt508@gmail.com](mailto:usc.cmgt508@gmail.com)) | **Introduction to Change: Models of Change (Continued)**  **In Class Case: Arc Light Theaters and USC**  **Readings:**  \* Gallos, Joan V., Editor*. Organization Development: A Jossey-Bass Reader.* Jossey-Bass, 2006.   * Editor’s Interlude—The OD Core * Chapter 5 – Kurt Lewin and the Planned Approach to Change * Chapter 7 – Action Research * Chapter 9 – Toward a Theory of Positive Organizational Change * <http://appreciative>inquiry.case.edu/ * The Congruence Model: A Roadmap for Understanding Organizational Performance. Publication of Oliver Wyman Consultants. Available online   <http://www.oliverwyman.com/ow/pdf_files/Congruence_Model_INS.pdf>   * CEO Organization Design Workbook * Resnick West Organizational Diagnostic Questions * USC strategic Plan and various USC links listed on Blackboard |
| **Week 5:**  **Sept 24** | **Class Projects: All groups should schedule apt with Dr. West. Class time will be spent in individual team meetings** |
| **Week 6:**  **Oct 1**  **Due:** Week 6 Assignment | **Systems Thinking and Change: In-class Simulation**  **Reading**:  Senge, Peter M., *The Fifth Discipline: The Art & Practice of the Learning Organization*. Currency Doubleday, 2006 Chapter 1 and 2  Heath and Heath. Switch Pg 1- 178 |
| **Week 7:**  **Oct 8:**  **Due:**   1. Week 7 Assignment due via email ([usc.cmgt508@gmail.com](mailto:usc.cmgt508@gmail.com)) prior to class | **Building Blocks for Change: Framing and Mental Models**  **Readings:**  \*Senge, Peter M., et al., *The Fifth Disciple Fieldbook: Strategies and Tools for Building a Learning Organization*. New York: Doubleday, 1994. Ch 33, Pages 233-252.  Senge, Peter, *The Fifth Discipline: The Art & Practice of the Learning Organization*. Currency Doubleday, 2006. Chapters 3, 4 and 9  Heath and Heath, Switch pg 179 - 267 |
| **Week 8:**  **Oct 15**  **Due**: Midterm and Presentation | **Midterm Presentations and Discussions**   * All written projects due * Class Pecha Kuchas presentations |
| **Week 9:**  **Oct 22** | **TBD** |
| **Week 10:**  **Oct 29**  **Due:** Week 10 assignment | **Social Media and Change**  **Guest: Kjerstin Thorson**  **The Case of Invisible Children and Kony 2012**  **Readings: TBD** |
| **Week 11:**  **November 5** | **Personal Power and Change**  **READ THE ASSIGNMENT BEFORE YOU DO THE READING.**  **COMPLETE PART I AND II BEFORE YOU DO THE READING**  **Readings:**   * Pfeffer, J. (2010). Power: Why some people have it and others don’t. New York, NY: HarperCollins Publishers. (pp 1-57) * Naivete or Boldness A ( do not turn in answers to questions at the bottom of the case)   **Optional:**   * Pfeffer video: Power: Why some people have it and other don’t. Access instructions available on-line |

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| **Week 12:**  **Nov 12**  **Due:** Week 12 assignment | **Innovation as Change**  **In Class Simulation**  **Reading: TBD** |
| **Week 13:**  **Nov 19**  **Due:** Week 13  assignment | **Scenario Planning and Course Wrap up**  **Using Scenario Planning to Communicate Change: Two cases**   * **South Africa** * **Herman Miller**   **Reading:**  Kahane, Adam, *Solving Tough Problems: An Open Way of Talking, Listening, and Creating New Realities*. Berrett-Koehler, 2004.  \*GBN – Plotting your Scenarios  **Tool:** Developing Scenarios for Planning |
| **Week 14:**  **Nov 26** | **Thanksgiving – No Class** |
| **Week 15:**  **Dec 3** | **Final Team Presentations** |
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**Harvard Business Review Articles**

These articles are available for download see blackboard for link.

You may buy them individually or at a slightly cheaper price as a course reader. The instructions for the Harvard Reader can be found at the end of the syllabus.

Beer, Michael, *Leading Change*. Harvard Business School note. Revised: January 2007. Product Number: 488037.

Beer, Michael and Eisenstat, Russell, *How to Have an Honest Conversation About Your Business Strategy*. Harvard Business School Review OnPoint Article, February 2004. Product Number: 5925.

DeLong, Thomas and Vineeta Vijayaraghavan, Cirque du Soleil. Harvard Business School. Oct 15, 2002 Product Number 9-403-006

Kim, W. Chan and Mauborgne, Renee, *Blue Ocean Strategy*. Harvard Business Review article, October 2004. Product Number: RO410D.

Kotter, John P., *Leading Change: Why Transformational Efforts Fail*. Harvard Business Review article, January 2007. Product Number: R0701J.

# Books

The following books have been ordered and should be available in the bookstore. They are also available from Amazon.

**Required:**

Heath, Chip and Heath, Dan. Switch: How to Change Things When Change is Hard. New York: Broadway Books, 2010

Kahane, Adam, *Solving Tough Problems: An Open Way of Talking, Listening, and Creating New Realities*. San Francisco: Berrett-Koehler Publishers, Inc., 2004.

Kotter, John. *Our Iceberg is Melting: Changing and Succeeding Under Any Conditions*. New York: St. Martin’s Press, 2005.

**Optional**:

Gallos, Joan V., Editor*. Organization Development: A Jossey-Bass Reader.* Jossey-Bass, 2006.

Kim, W. Chan and Renee Mauborgne. *Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant.* Boston: Harvard Business School Publishing, 2005.

Kotter, John, *Leading Change.* Boston: Harvard Business School Publishing, 1996.

Kotter, John, *The Heart of Change: Real Life Stories.* Boston: Harvard Business School Publishing, 2002.

Lawler, Edward E. and Worley, Christopher G., *Built to Change: How to Achieve Sustained Organizational Effectiveness*. San Francisco: Jossey-Bass, 2006.

Senge, Peter M., *The Fifth Discipline: The Art & Practice of the Learning Organization*. Currency Doubleday

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You have registered for Fall 2014 Cmgt 508 Comm Strategy & Change-1.  
This message explains how to get the course materials you need for class on the Harvard Business Publishing for Educators web site

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You need to register on the site to create a user name if you do not already have one.

Some course materials are PDF documents and you can open them with Adobe Reader. eLearning materials include a link you can use to gain access to them. Some course materials may not be available in digital format and these will be shipped to you.

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2. Click My Coursepacks, and then click Fall 2014 Cmgt 508 Comm Strategy & Change-1

I hope you find this a convenient way to get your required course materials. If you have any questions, please contact me at [sresnick@usc.edu](mailto:sresnick@usc.edu" \t "_blank)

Thank you.

COURSE DETAILS:

Professor: Susan Resnick West  
Coursepack Name: Fall 2014 Cmgt 508 Comm Strategy & Change-1  
Course Number: 21711  
Course Start Date: Aug 14, 2014  
Course End Date: Feb 10, 2015  
Reference Code: 28153370

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