



Northeastern University

College of Engineering

INFO 7285 Organizational Change and IT

Course Information

Course Title: Organizational Change and IT
Course Number: INFO 7285
Term and Year: Spring 2022
Credit Hour: 4
Course Format: On-Ground

Instructor Information

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Course Prerequisites

N/A

Course Description

Focuses on the change effort needed to integrate technology into the firm's organizational structure, culture, business, and process metrics. Geared for students involved in small or large organizational reengineering projects designed to make IT a primary focus of the firm's business strategy. Topics include management theories and organizational design principles; strategy and critical success factor formulation; business processes; human resource, cultural, and technical change enablers; and leading and implementing major organizational change.

Standard Learning Outcomes

Learning outcomes common to all College of Engineering Graduate programs:

- 1. An ability to identify, formulate, and solve complex engineering problems.*
- 2. An ability to explain and apply engineering design principles, as appropriate to the program's educational objectives.*
- 3. An ability to produce solutions that meet specified end-user needs with consideration of public health, safety, and welfare, as well as global, cultural, social, environmental, and economic factors.*

The Information Systems Program accepts students of different engineering backgrounds with minimum programming skills and produces first class Information Systems engineers that operate at the intersection of real-world complexity, software development, and IT management. Graduating students will be able to construct end-to-end advanced software applications that meet business needs.

Specific Learning Outcomes for the Information Systems program:

- 1. Create a strong technical foundation through diverse, high-level courses*
- 2. Built crucial interpersonal skills needed to succeed in any industry*

3. Foster a deep level of applied learning through project based case studies

Course Outcomes and Assessment Standards

Organizations undergo continuous change, and, today, technology is frequently driving these changes. Charles Darwin said, "...it is not the strongest of the species that survives, nor the most intelligent, but the one that is most responsive to change..." In this course, students will learn what it takes to manage organizational change. The course begins with exploring the drivers and technologies most influencing organizational change today.

We'll analyze organizational strategies and structures and the optimal design for an organization to be ambidextrous; that is, to simultaneously maintain its structure and core, yet be flexible enough to respond to strategic factors in the external environment. Applying classic and contemporary change models, we'll evaluate both small- and large-scale corporate change efforts, focusing on technology-driven change whenever possible.

By the end of the course, students will be able to:

1. Compare and contrast the classic and contemporary models of organizational change
2. Apply an organizational alignment model – structure/systems, work/task, and people - to analyze and make recommendations for the effectiveness of change management initiatives in selected case situations
3. Investigate / research the impact of technology change in an industry of student interest, with a focus on technologies being used to facilitate life during – and after – the Covid pandemic

Textbook and Readings

Required Text/Supplements:

There is no formal text or case packet required to purchase; readings are available on the course website.

Grading Policies

Note: Students must be present to earn points for the first and second classes; there is no makeup of these points if you do not attend or join class until Week 3.

- Participation and active engagement is essential in this course.
- To earn an A in the course, you are required to demonstrate competence in the subject of change management
- If you know now that your GPA is questionable, plan to excel in this course!
- No extra work or "re-do" of assignments is allowed; extra credit is built into the course assessments already

Teaching Methods

For our schedule Live Sessions, we will meet using Zoo (see link in Course Materials). Each session will be recorded. The learning methods we'll use are as follows:

Readings. Each week, there will be assigned readings (articles and cases) found on Canvas. These will provide the conceptual framework and background for each topic. Discussion questions will generally be based on the reading materials. **In written submissions, I do expect you to incorporate theories,**

models, and/or ideas from the readings into your work. All submissions should reflect an understanding of the readings and their application to your experience in the class.

Live Case Discussions – Your active participation is required for our **live case discussions**. Participation is defined as contributing to the discussions; being able to respond intelligently when asked a question about the case. Your contributions must demonstrate that you have done the background readings/case preparation.

Online Discussions – In these online Discussions, you will be asked to respond to a series of questions based on readings, videos, etc. and, then, engage in a thoughtful discussion with your colleagues on the issues.

Multiple Choice Term Exam (30%) The exam will be held during one of our scheduled Live Sessions (see table below). All course material and cases may be covered in the exam, so study everything!

Industry & Technology Change Team Project and Presentation (30%)

Students will be assigned to work on one selected industry teams. The team will research the impact technology has had on that industry, both in the US and any country represented by your team members. Students will also investigate the changes going on in that industry today as a result of the Covid-19 virus and ways technology is facilitating delivery of service. The teams will present their research and findings and submit a written report of the research. Logistics and further details will be provided later in the course.

Proper citation of your sources is required, and all submissions are analyzed using Turnitin, a tool that helps prevent plagiarism.

Grading/ Evaluation

Your grade in the course will be based on your performance in these areas:

- Attendance 11
- Live Discussions 9
- Online Discussions 20
- Multiple Choice Exam 30
- Industry Change Project 30
 - Presentation 5
 - Report/Paper 25

Total 100

Grades will be determined in accordance with Northeastern University grading policies. The grading objective is to certify, at various levels, that students have learned the skills and knowledge required for the course.

Schedule of Topics, Readings and Assignments

[Note: This Topics Schedule is subject to change. Defer to Canvas Course Materials for the class content and requirements.]

Week	Dates	Topic
1	5/10	Course Overview
2	5/13	Organizational Behavior Theory <ul style="list-style-type: none"> The Organizational Alignment Model (OAM) <ul style="list-style-type: none"> Drivers of Change: Technology, Customer Focus, Globalization
3	5/17	<ul style="list-style-type: none"> Change Management Theories – Transitional Change: Intuit Case (text 1-11) Introductions Form Industry Teams
4	5/20	Change Management Theories - Improvisational: Zeta Groupware Case (text. pp. 12-25)
5	5/24	Online Discussion: In The Age of AI
6	5/27	Change Management Theories - Transformational: British Airways
7	5/31	Memorial Day (no classes)
8	6/7	OAM: National and Organizational Culture
9	6/10	Discussion – Leaders In Technology Change: Jeff Bezos & Amazon; Jack Ma & Alibaba
10	6/14	Implementing Change – Satya Nadella at Microsoft Review Game
11	6/17	Online Term Exam
12	6/21	Team Tech & Industry
13	6/24	Team Tech & Industry

End-of-Course Evaluation Surveys

Your feedback regarding your educational experience in this class is very important to the College of Professional Studies. Your comments will make a difference in the future planning and presentation of our curriculum.

At the end of this course, please take the time to complete the evaluation survey at <https://neu.evaluationkit.com>. Your survey responses are **completely anonymous and confidential**. For courses 6 weeks in length or shorter, surveys will be open one week prior to the end of the courses; for courses greater than 6 weeks in length, surveys will be open for two weeks. An email will be sent to your HuskyMail account notifying you when surveys are available.

Academic Integrity

A commitment to the principles of academic integrity is essential to the mission of Northeastern University. The promotion of independent and original scholarship ensures that students derive the most from their educational experience and their pursuit of knowledge. Academic dishonesty violates the most fundamental values of an intellectual community and undermines the achievements of the entire University.

As members of the academic community, students must become familiar with their rights and responsibilities. In each course, they are responsible for knowing the requirements and restrictions regarding research and writing, examinations of whatever kind, collaborative work, the use of study aids, the appropriateness of assistance, and other issues. Students are responsible for learning the conventions of documentation and acknowledgment of sources in their fields. Northeastern University expects students to complete all examinations, tests, papers, creative projects, and assignments of any kind according to the highest ethical standards, as set forth either explicitly or implicitly in this Code or by the direction of instructors.

Go to <http://www.northeastern.edu/osccr/academic-integrity-policy/> to access the full academic integrity policy.

Student Accommodations

Northeastern University and the Disability Resource Center (DRC) are committed to providing disability services that enable students who qualify under Section 504 of the Rehabilitation Act and the Americans with Disabilities Act Amendments Act (ADAAA) to participate fully in the activities of the university. To receive accommodations through the DRC, students must provide appropriate documentation that demonstrates a current substantially limiting disability.

For more information, visit <http://www.northeastern.edu/drc/getting-started-with-the-drc/>.

Library Services

The Northeastern University Library is at the hub of campus intellectual life. Resources include over 900,000 print volumes, 206,500 e-books, and 70,225 electronic journals.

For more information and for Education specific resources, visit <http://subjectguides.lib.neu.edu/edresearch>.

24/7 Blackboard Technical Help

For immediate technical support for Blackboard, call 617-373-4357 or email emailhelp@northeastern.edu

Within Blackboard, open a support case via the red support button on the right side of the screen, click Create Case

myNortheastern, e-mail, and basic technical support

Visit the [Information Technology Services \(ITS\) Support Portal](#)

Email: help@northeastern.edu

ITS Customer Service Desk: 617-373-4357

Diversity and Inclusion

Northeastern University is committed to equal opportunity, affirmative action, diversity and social justice while building a climate of inclusion on and beyond campus. In the classroom, member of the University community work to cultivate an inclusive environment that denounces discrimination through innovation, collaboration and an awareness of global perspectives on social justice.

Please visit <http://www.northeastern.edu/oidi/> for complete information on Diversity and Inclusion

TITLE IX

Title IX of the Education Amendments of 1972 protects individuals from sex or gender-based discrimination, including discrimination based on gender-identity, in educational programs and activities that receive federal financial assistance.

Northeastern's Title IX Policy prohibits Prohibited Offenses, which are defined as sexual harassment, sexual assault, relationship or domestic violence, and stalking. The Title IX Policy applies to the entire community, including male, female, transgender students, faculty and staff.

In case of an emergency, please call 911.

Please visit www.northeastern.edu/titleix for a complete list of reporting options and resources both on- and off-campus.