COURSE DESCRIPTION

The business environment is increasingly dynamic with the rapid evolution of globalization, technology, and consumer needs. To succeed in this environment, companies are required to innovate, adapt, and change continually. On an operational level, organizations can change either in response to external factors in their industry and competitive environment or as a result of internal initiatives in their company by a variety of stakeholders. These changes can be developmental, transitional, incremental or transformational. Transformational change requires a major re-orientation in resources, processes, culture, and results.

The CEO typically initiates the change, but it is the other leaders in the C-Suite that must help plan and execute the change. The objective of this course is to help you understand the perspective of key C-level persons in a company and what you, as the potential leader of a functional area, must do to 'manage the strategic transformation'. Thus, the course focuses on the capabilities managers should have to lead organizational transformations and the skills you should have to advance your careers in innovative and changing organizations. The course concludes by taking an integrative view of the company transformation so that you can interact with and leverage the strengths of your peer leaders.

COURSE MATERIALS


CoursePack: Articles and cases available from Harvard Business School Publishing
Link: https://cb.hbsp.harvard.edu/cbmp/access/38804730 ; link also on BlackBoard

Readings: Available at Online Resources at https://blackboard.rutgers.edu

PREREQUISITES

Managing Strategic Transformation is an elective course which counts toward both the MBA Strategy & Leadership concentration and MBA Supply Chain Management concentration.
ACADEMIC INTEGRITY

*I do NOT tolerate cheating.* Students are responsible for understanding the RU Academic Integrity Policy (see [business.rutgers.edu/ai](http://business.rutgers.edu/ai)). I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments through *SafeAssign* which is a plagiarism detection service that compares your work against a large database of past work. Don’t let cheating destroy your opportunity to learn.

Plagiarism in papers is a serious offense and all offenders will be processed according to University procedures. You must provide all assignment and project citations and you must be specific. Always include your source in a footnote, end note, or in the text. This includes Google searches and Wikipedia.

Cheating on exams is also a serious offense and all offenders will be subject to University procedures. If you have a disability that influences testing procedures, provide me an official letter from the Office of Disability Services at the start of the semester. Your exam will not be accepted unless you sign the Honor Pledge.

ATTENDANCE POLICY

A student must notify the instructor in advance by e-mail that the student will be absent. If absent, the student is responsible for submitting assignments on time per the syllabus schedule and for obtaining class notes and lecture notes. Students should take special care to attend class the days of the exam(s) and of the final presentation. If the student misses 3 or more classes, then the student's grade will be reduced. (This does not include absence due to religious observance, a Rutgers-approved activity or documented illness or family emergency.) The rationale for this policy is that class participation in an integral part of the learning process for this course.

For weather emergencies, consult the Campus Status page below. If the campus is open, class will be held. [https://www.newark.rutgers.edu/weather-and-campus-operating-status](https://www.newark.rutgers.edu/weather-and-campus-operating-status)

If I am to be absent, my department chair or I will send you notice via email and Blackboard as far in advance as possible.

CLASSROOM CONDUCT

Calling, texting, filming, photographing or any other means of transmitting or recording students, professors, guest lecturers, etc. during class is strictly prohibited. Laptops are permissible only for following the lecture notes posted on BlackBoard or for taking notes. Any student using the laptop for a non-class related purpose will have this privilege revoked. Also, “Googling” in search for answers posed by the professor during class discussion is not allowed and is a violation of the Academic Integrity policy
# COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Class Date</th>
<th>Class Content</th>
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| 1    | 9/1        | **Introduction to Change Management**  
Reading: The New Path to the C-Suite, HBR |
| 2    | 9/15       | **The Change Leader’s Road Map**  
Reading: “Project Briefing Questions”, CLR  
Supplement Textbook: Introduction and Chapter 1 |
| 3    | 9/22       | **The Chief Human Resources Officer’s (CHRO) Role**  
Additional Discussion: Diagnosing and Changing Organizational Culture  
Textbook: Chapter 2 |
| 4    | 9/29       | **In Class Simulation: Change Management, HBSP**  
Reading: Build the Guiding Team, HBR  
Textbook: Chapter 3 |
| 5    | 10/6       | **Site Visit to Safilo, a company undergoing transformation**  
Textbook: Chapter 4 |
| 6    | 10/13      | **The Chief Supply Chain Management Officer’s (CSCMO) Role**  
Reading: Re-Make Your Supply Chain to Support Innovation, HBR  
Textbook: Chapter 5 |
| 7    | 10/20      | **The Chief Technology Officer’s (CTO) Role**  
Reading: The Strategic Importance of Modeling the Behavior, Bb Online Resources  
Textbook: Chapter 6  
**Case Due: Boehringer Ingelheim** |
| 8    | 10/27      | **Follow up Site Visit to Safilo** |
| 9    | 11/3       | **The Chief Marketing Officer’s (CMO) Role**  
Reading: Employee Resistance to Change, Part 1, Bb Online Resources  
Textbook: Chapter 7 |
| 10   | 11/10      | **The Chief Information Officer’s (CIO) Role**  
Reading: Employee Resistance to Change, Part 2, Bb Online Resources  
Textbook: Chapter 8  
**Case Due: Godiva** |
| 11   | 11/17      | **The Change Consultant’s Role**  
Reading: The Chief Strategy Officer, HBR  
Reading: From Project Management Team to Strategy Consultants, Bb Online Res.  
Textbook: Chapter 9 |
| 12   | 11/24      | **Special Topics Workshop**  
Textbook: Chapters 10-12 |
| 13   | 12/1       | **Final Presentation to Safilo Top Executives** |
| 14   | 12/8       | **Recent RBS Alumni Panel – Experiences with Change Management** |
# Guest Speakers

## The Chief Human Resources Officer’s (CHRO) Role

**Dr. Mindy Gewirtz** has twenty years of experience coaching and consulting as a leadership coach and organizational strategist - a choreographer of change and transformation. She has coached senior executives and guided large-scale systemic change and leadership development programs for clients. Mindy maintains her Board-certified Diplomate licensure as a psychotherapist.

## Safilo site visit

**Lidia Autouri** is Head of Human Resources for US Operations of Safilo. She has been with the company for 3 years and was previously a consultant with KPMG. Safilo Group is the fully integrated eyewear creator, worldwide distributor, and the leader in the premium sector for sunglasses. It is headquartered in Italy with operations in Parsippany that are being consolidated with a plant in Denver.

## The Chief Supply Chain Management Officer’s (CSCMO) Role

**Eric Larson** is Assistant Professor of Professional Practice at Rutgers Business School. Prior to Rutgers, he was Associate Partner at IBM for 12 years focusing on strategy, performance improvement, and systems implementation and was a consultant with PwC for 8 years.

## The Chief Technology/R&D Officer’s (CTO) Role

**Dipanjan "DJ" Nag** is President and CEO at IP Shakti, a patent advisory and commercialization advisory service for Fortune 500 companies and advisor to universities on monetizing potential intellectual property assets. He is also a professor in the Master of Business and Science program at Rutgers University.

## The Chief Marketing Officer’s (CMO) Role

**Pamela Roach** is CEO of Breakthrough Marketing Technology which assists clients making fact-based strategic market decisions. It applies the methodologies of Lean Six Sigma to the processes of strategy development, marketing, and new product development. She was formerly a marketing executive at Honeywell.

## The Chief Information Officer’s (CIO) Role

**Mahmoud Ahmed, PhD, MBA, PMP**, is Assistant Professor of Professional Practice at Rutgers Business School as well as Senior Director of RBS Information Technology Services. He was formerly General Manager of IT at a manufacturing firm and network engineer for the World Health Organization.

## The Change Consultant's Role

**Tom Aldred** is a member of Deloitte Consulting LLP’s Strategy & Operations group. He manages client projects in global strategy development, market analysis, and performance improvement. His client base is industrial products companies.
GRADING POLICY

<table>
<thead>
<tr>
<th>Grading Overview</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Change Management Simulation:</td>
<td>10%</td>
</tr>
<tr>
<td>Boehringer Ingelheim Case:</td>
<td>20%</td>
</tr>
<tr>
<td>Godiva Case:</td>
<td>20%</td>
</tr>
<tr>
<td>Term Project – Safilo</td>
<td>40%</td>
</tr>
<tr>
<td>Class Participation:</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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**Simulation:**

A change management simulation will be done in class for a grade. The simulation will be done in pairs. More information will be provided at a later date.

**Case Analyses:**

You will be asked to prepare 2 written case analyses which are follow-ups to certain lectures. Before the case analysis is due, you will be given specific issues to explore in your analysis. At the lecture of the due date, the case issues and many other issues will be raised for discussion. Your written analysis must be typed (single spaced, 10, 11 or 12 font, 1 inch margins) and submitted via ‘SafeAssign’ on Blackboard by 8:00:00 AM sharp of the due date. No handwritten or typed analyses will be accepted in class and late papers will be reduced by 10 points. The analysis should reflect your unique and original point of view. You must not conduct outside research for the case analysis. You should assume the role of a general manager or advisor who must make decisions or recommendations based on the same situation and information presented in the case. See the Syllabus Supplement for more information.

**Term Project - Safilo:**

Safilo, a leading global fashion eyewear company, is undergoing a significant transformation. It is headquartered in Italy with subsidiaries in many countries, including the US. The USA Head of Human Resources has invited RBS students to visit the company warehouse in Parsippany, NJ to both observe the transformation underway and to make recommendations on how to improve it. Safilo is designing case studies for mini-teams of students to research over the course of the semester and make recommendations to the top USA company executives over the course of the semester. More information will be provided.

**Class Participation:**

The purpose of class discussion is to stimulate critical thinking and problem solving. Students will have the opportunity to volunteer to participate. And, at times, students may be called on, at random, to respond to queries by the professor. Students will also interact, exchange ideas, and craft potential
solutions during the class. The ability to present and defend ideas is an important skill for a general manager. Both quality and quantity of class participation will be considered in grade assessment. See the Syllabus Supplement for more information.

Semester Grading Policy

Semester grades will be calculated based on point totals from the grading elements and grading weights cited above, with total points correlating to the following grades:
100-95 > A ; 94-91 > A- ; 90-88 > B+ ; 87-84 > B ; 83-81 > B- ; 80-78 > C+ ; 77-74 > C ; 73-71 > C- ; 70-68 > D+ ; 67-60 > D ; 59 and below > F

SUPPORT SERVICES


If you are a military veteran or are on active military duty, you can obtain support through: The Office of Veteran and Military Programs and Services. http://veterans.rutgers.edu/

If you are in need of mental health services, please use our readily available services:
Rutgers University-Newark Counseling Center: http://counseling.newark.rutgers.edu/

If you are in need of physical health services, please use our readily available services:
Rutgers Health Services – Newark: http://health.newark.rutgers.edu/

If you are in need of legal services, please use our readily available services:
Rutgers Student Legal Services http://rusls.rutgers.edu/

If you are in need of additional academic assistance, please use our readily available services.
Rutgers University-Newark Learning Center: http://www.ncas.rutgers.edu/rlc

NOTICE

This Syllabus – including but not limited to assignment due dates, assignment instructions, and topics for classes – is subject to change with notice. Students are responsible for obtaining and following any syllabus changes posted on BlackBoard.