

Personal Case Assignment

Criteria	Novice (0/1 point)	Apprentice (2 points)	Proficient (3 points)	Expert (4 points)
Case Description 6 points	There information presented on the organizational change problem is too limited in details and scope to provide a basis for useful analysis.	The case description is missing necessary details related to one or more of the following: information about the organization and the context for change, the change, implementation goals and processes, strategies, implementation problems, results.	The writer includes all of the relevant information needed to formulate a case description including information about the organizational context for the change, the change, implementation goals and processes, management strategies, implementation problems, and results.	The writer includes all relevant information as noted in the proficiency level. Also includes explicit description of key personal and organizational factors and discusses how these influenced implementation of the change.
Case Analysis 8 points	The writer does not explicitly draw upon any relevant theories to analyze the change implementation problem. If a theory is identified, it is applied in a "parrot" fashion with little or no attempt to apply the concepts to the problem.	A change framework is used to organize the case, but the framework is not applied consistently and/or may contain errors in its application. Fails to highlight key problems faced during implementation or relate these to the results.	One change framework is applied correctly to the case problem. While the analysis is sound, the answer would be strengthened by additional details to assist in linking the theory with the strategy and results.	Multiple change frameworks are applied to the case problem. The frameworks are used correctly to analyze the change problem and also to explain the results.
Recommendations 6 points	The writer fails to draw clear conclusions about whether and why the change effort succeeded. Little or no attention is given to how the change strategy could have been improved.	Conclusions are drawn about the success of the change effort, but they lack connection to the analysis of the change problem and strategy. Suggestions are made on how to improve change implementation but they are too general or lack practicality.	Clear conclusions are drawn about the success of the change effort. Practical recommendations are made that would be likely to improve the change implementation.	Clear conclusions are drawn about the success of the change effort and practical recommendations are made that would be likely to improve the implementation. Conclusions and recommendations are explicitly and logically linked to the change frameworks used in the analysis.
Communication 5 points	Numerous spelling and grammatical errors and a lack of clear consistent organization interfere with the writer's ability to communicate the key points. The reader frequently cannot determine the intended meaning. There are no references to indicate material taken from from other sources.	Spelling and grammatical errors force the reader to struggle to determine the intended meaning. Organizational tools such as paragraphs and headings are used inconsistently. References are not used properly to indicate sources of material.	There are occasional spelling and grammatical errors, but the reader does not struggle to interpret the writer's intended meaning. The writing would benefit from the use of organizational tools (e.g., paragraphs, headings) and more consistent use of references to sources.	The paper is free or almost free of grammatical, language and spelling errors. The format is clear and consistent with appropriate use of headings and paragraphs. English usage is easily understandable. References and quotations are utilized appropriately to indicate sources.

Grades
Hi-Pass 88-100
Pass 70-87

Partial marks can be awarded.

Total Score

Assignment Instructions

Write a 6 to 8 page essay in which you reflect on what you have learned so far about leading change in organizations.

The essay should take the form of a personal case study.

1. Preferably the case will describe and analyze a **single problem of change implementation** in an organization (e.g., a new policy, new software, new management system such as TQM, change of location to a new site etc., new marketing campaign).
2. The change could be one that is starting, in process or completed and could be one that you believe is successful or unsuccessful. refer to **how you are using or could use** these concepts and strategies (e.g., stages of change, Kotter's strategies, adopter types, learning organization, obstacles, resistance, leadership).
4. We are not interested in your simply repeating what you have learned, but in **how you have applied or could apply these lessons in life and at work** in managing people and change.
5. You should also recommend how the change might have been or could be handled more effectively.
6. Please provide examples and details, more or less in the form of your **personal case**.
7. You should refer to content from course readings (e.g., Kotter and others) as you refer to the application of the principles that you discuss.
8. Papers should be typed in your best English; 6 single-spaced pages should be sufficient but you may write more as you desire. Times Roman 12 pt font, with normal A4 margins.
9. Formal references to readings will be highly appreciated by your instructor. See format below:

Reference Format for a book: Kotter, J. (1996). *Leading change*. Boston, MA: Harvard Business School Press.

Reference Format for an article: Hallinger, P. (1998). Increasing the organizational IQ: Public sector leadership in Southeast Asia. *The Learning Organization*, 5 (4), 176-183.

Learning Objectives for the Assignment

1. Students will be able to create a case study that describes the important elements of an organizational change effort including goals, process, strategy and results.
2. Students will be able to apply one or more theories of organizational change to analyze a real problem of change that they have experienced in their workplace.
3. Students will be able to draw upon theories of organizational change to identify strengths and weaknesses of a given change strategy in order to formulate a more effective strategy for change.
4. Students will be able to identify how personal and organizational factors impact the change process in organizations and develop appropriate strategies in response to these effects.

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