

# **MGT 3103 Leading in Changing Business Environments-Fall 2026**

Professor: Chuck Easley

Office: COB 4106 and Virtual, Classroom COB 202 8am-9:15am

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## **Office Hours**

**11:00am- 12:30am Tues./Thur. typically virtual and after class unless otherwise requested**

## **Class Web address**

Login through Canvas.

If you have problems accessing the website, please contact University information technology services. Manual handouts and updates can also be provided as needed.

## **Course Material:**

We will use the following material for our course:

1. Textbook: Leadership and Change Management- Annabel Beerel  
(SAGE:www.sagepublications.com ISBN: 978-1-84787-341-5), GTB&N, online sources
2. Cases. Included in Textbook, others may be supplemented as needed
3. Organizational Exercises: Included in Textbook, others may be supplemented as needed
4. Lecture notes and Class Discussion notes

## **Course Mission and Goals:**

The purpose of this course is to provide future organizational and executive leaders with a broad understanding of the factors that influence the behavior of individuals in organizations. After completing the course, you should be able to demonstrate a thorough understanding of individual and contextual determinants of behavior and of the tools that managers can use to influence and direct/lead/manage/motivate employee behavior resulting in lasting results of achieving individual/department/divisional/organizational goals. The skills and knowledge you can develop by seriously pursuing this material will be of great help as you continue in your career -- in terms of understanding your co-workers, your clients, your subordinates, your boss, and yourself. If there are times to modify or adjust the schedule and content covered, you will be informed in a timely manner and where relevant and possible, included in the process.

## **How are we going to 'learn' Leadership and Change Mgt?**

*Very carefully and intentionally...* We will use multiple instructional methods to help us explore leadership in a (hopefully) fun, fruitful, and interactive way. We will use lecture, reading assignments, small group discussions, experiential exercises, and the like. I particularly like to focus on exercises in which we can experience the concept in question – this way, we can apply what we learn rather than just ‘talk about it.’ Note that we will also employ the case method. The case method requires that we take on special roles. You, as ‘consultant,’ take on the responsibility to (1) understand the case; (2) provide insights, ideas, and recommendations for the ‘client’; and (3) be open (yet provide constructive criticism) to *others’* insights, ideas, and recommendations. My job is to *facilitate* the process and *not* to provide the answer or solution.

## **How else are we going 'learn' Leadership and Change Mgt?**

*Groups/Teams...* Given that leadership is lived and experienced by working with other people, we will ‘experience’ leadership opportunities within a group/team as a part of class. Much of your work will be accomplished through your Group/Team. Also, your group/team will be used for in-class exercises and discussions. You will form a group/team of ~7-10 individuals that will be “your group/team” throughout the class. We will discuss the formation process during the first session.

## **Evaluation and Grades:**

1. Exams including Final (4): 40% - 400 points
2. Chapter Review (~10): 25% - 250 points
3. Case Analysis/Organizational Exercise (~10): 25% - 250 points
4. “Engaged” Participation and Attendance Factor: 10 % - 100 points

Letter grades will be awarded according to the following scale:

90.00 % - 100 % = A; 80.00 % - 89.99 % = B; 70.00 % - 79.99 % = C;  
60.00 % - 69.99 % = D; 0.00 % - 59.99 % = F

## **Exams**

There will be three Exams during the semester, plus a Final. They will not be cumulative.

The exams will consist of multiple choice and application short answers. The focus of the questions will be on your ability to apply the concepts learned in the course. The final exam will cover material from 1) textbook, readings, 2) lectures, & 3) overall “learnings from the cases and the class.”

## **Chapter Review**

As a class, **We** will engage in enthusiastic, enlightening, insightful, examination, exploration, and fun discussion and review of the respective chapters and various content as mentioned in the syllabus. This includes current events and historical context as relevant, and interest pertains to merit such inclusion. Attendance is required to receive credit, in accordance with respective expectations and requirements.

## **Case Analysis and Organizational Exercise**

You will be assigned into groups each time that you do the case study from each respective chapter in the textbook. You will work with this group to prepare a case analysis and the organizational exercise that will be due at the end of class. The findings and insights will also be discussed in class.

## **“Engaged” Attendance and Participation**

We are adults *and* we are professionals. As in any professional role, we are expected to be “present and accounted for” in order to be fully engaged in our work. I will be evaluating your engagement through your performance on chapter review, general Q&A, discussions, team case analyses, organizational exercises, and exams.

However, to be *fully* engaged you also have to “*show up*.” We will work together in keeping track of your attendance. Note that, while I encourage perfect attendance, you will be given four excused absences. We recognize that life situations happen. For every missed session (after four(4), your “engaged attendance” grade will be reduced 10 points.

**How do I show up in an “engaged” way?** You are not expected to have all the right answers in every class. Nor are you expected to dominate every in-class or team discussion. There will be multiples ways to contribute. There will be a stand-alone portion of your grade based on Attendance and Participation. Additionally, this will be included in your Chapter Review, Case Study and Organizational Exercise. You must be present to contribute and get credit for the Chapter Review, Case Study and Organizational Exercise.

## **MGT 3103 Leading in Changing Business Environments**

**Learning & Evaluation Schedule-Draft as per 8/19/25 may be modified based on need, progress, and impacting events.**

Week 1

8/25 & 8/27

**Introduction to Class and Expectations/Introduction to Leadership and Change Mgt...**

Format, Structure, Expectations

Week 2

9/1 & 9/03

**Introduction to Leadership and Change Mgt**

Reading: TBD possible article

Week 3

9/8 & 9/10- begin tracking Attendance

**No class on Monday (Labor Day)**

**Introduction to Leadership and Change Mgt**

Week 4

9/15 & 9/17

**Nexus of Leadership and Change Mgt**

**Exam 1-tbd 9/12-9/15**

Week 5

9/22 & 9/24

**Chapter 1 – New Realities As The Force of Change**

Review in Class Discussion

Case/Exercise

Week 6

9/29 & 10/1

**Chapter 2 – Critical Systems Thinking**

Review in Class Discussion

Case/Exercise

Week 7

10/6 & 10/8

**Chapter 3 – Philosophies Theories And Styles Of Leadership**

Review in Class Discussion

Case/Exercise

Week 8

10/5 & 10/6 **NO CLASS (Monday/Tuesday, Fall Break)**

10/13 & 10/15

**Chapter 4 – The Systemic Leadership Approach**

Review in Class Discussion

**Chapter 4 – The Systemic Leadership Approach/Chapter 5 – Authority Leadership and Power**

Case/Exercise

Week 9

10/20

**Chapter 5 – Authority, Obedience and Power –**

Review in Class Discussion

Week 10

10/22 & 10/27

**Chapter 5 – Authority, Obedience and Power**

Case/Exercise

**Exam 2-est. 10/24-10/27**

Week 11

10/29 & 11/03

**Chapter 6 – Organizational Behavior, Group Dynamics And Change**

Review in Class Discussion

Case/Exercise

Week 12

11/05 & 11/10

**Chapter 7 – The Shadow Side of Leadership**

Review in Class Discussion

Case/Exercise

Week 13

11/12 & 11/17

**Chapter 8 – Leadership And Ethics**

Review in Class Discussion

Case/Exercise

Week 14

11/19 & 11/24 \_Thanksgiving Week (inc. Wednesday-no class, Thanksgiving Break)

**Chapter 9 – Systemic Leadership And Strategy**

Review in Class Discussion

Case/Exercise

Week 15

11/25 -12/01 \_Thanksgiving Week (inc. Wednesday-no class, Thanksgiving Break)

**BEAT GEORGIA !!!**

**Chapter 10 – The Leader In You**

Review in Class Discussion

Case/Exercise

**Exam 3- tbd**

Week 16

12/01-12/03

**Exam Review**

Week 17-18

12/08 Last Day of Class

**Finals (during scheduled Final Exam Time-Thurs. TBD @ 8AM-10:50AM)**