

Title M2A1 Change Management Simulation: Power and Influence

Introduction to the Activity

In this single-player simulation, you will play one of two roles at a sunglass manufacturing firm and face the challenges associated with implementing an organization-wide environmental sustainability initiative. The initiative seeks to change raw material inputs in order to make the company's products more "green," and also to address environmental waste issues. The simulation includes up to four scenarios with different combinations of two important factors for creating change: the relative power of the change agent and the relative urgency associated with the change initiative. In each scenario, you will choose among different change levers in an attempt to persuade key members of the organization to adopt the change initiative. You will be assessed on your ability to achieve the greatest percentage of adopters within the company while simultaneously using the fewest resources.

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You will analyze information on leadership and influence within the organization. Throughout the experience you will be assessing the impact of your decisions on the ability to influence key employees to work on the change initiative. Failure to accurately communicate and analyze information as a team has negative consequences on team performance.

The main goals of this activity include learning:

- how to build an effective strategy and influence key personnel into following your lead;
- how to develop flexibility and adaptation in management initiatives;
- how cognitive biases impair decision-making;
- how strategy can help one deal more effectively in situations where there is resistance to change and conflict in organizational members' opposing interests;
- how different leadership approaches can be obstructed in situations with time and competitive pressures; and
- how leaders deal with the tradeoffs between short-term task orientations and longer-term effectiveness.

Future Considerations Pertaining to the Simulation Experience

You will be working on the simulation during Modules 2, 4, and 6. At the end of Module 8, you will submit your final simulation project. Take notes as you engage in the simulation and be sure to document your decision-making criteria and the impact of your decisions, and attend to the measurements of success. You will also need to consider how course materials impact your decisions. You should be blending together the conceptual components of the course to inform your decision making in the simulation.

There will be three parts to your simulation submission:

Part I: Setting the Strategy

In this section, you will discuss the strategy that you developed before executing your plans and steps. You should address the following:

- How and why did you choose the CEO or Product Innovation Role?
- What was your vision, mission, and core strategy for the simulation?
- Provide a SWOT analysis of your expectations.

Part II: Executing your Strategy

In this section, you will discuss the decision-making strategy you used throughout the simulation. You will address the following:

- What occurrences and incidents impacted your decision?
- What adjustments did you have to make to your strategy?
- When did your strategy succeed and when did it fail?

- How did you adapt and what was the impact?
- What criteria did you use to make adjustments?

Part III: Analyzing Your Strategy

In this final section, you are to analyze what you have learned about strategy setting, change management, and their impact on success and failure. You will address the following:

- What have you learned about strategy, power, and leadership, and their impact on success?
- How does data impact decision making?
- How could you have improved your performance?
- What conclusions can you draw based upon this experience?

Your final paper submission should be 5 to 7 pages in length, not including the title and reference pages, formatted in [APA \(6th ed.\) style](#), and double-spaced, in Times New Roman, 12-point font, with one inch margins. Include at least two resources, other than your course textbook, to support your findings.

For this week you will be completing Part I: Setting the Strategy. This section should be 3 to 4 pages in length and formatted following APA guidelines.

	Unacceptable	Minimally Responsive	Satisfactory	Exemplary	Weight
Description and Details of Role	A role is identified but hardly described, if at all.	A role is identified, and briefly described, with important details vague or missing. More information is needed on what the role entails; why it was chosen; and factors that were taken into consideration in making this decision.	Information about the chosen role (CEO or Product Innovation) is identified, and generally described, including 1) what the role entails; 2) why it was chosen; and 3) factors that were taken into consideration in making this decision. Information provided is relevant and important in building the foundation on which the research project will be built, though more details are needed to fill in important gaps.	The chosen role (CEO or Product Innovation) is identified and described in detail, including 1) what the role entails; 2) why it was chosen; and 3) factors that were taken into consideration in making this decision. Information provided is relevant and important in building the foundation on which the simulation project will be built.	
Score	0	18	24	30	/30
Appropriateness and Feasibility of Goals and Objectives	There are no vision, mission, and core strategies provided, or it is vague/unclear what it is.	The vision, mission, and core strategies are provided, but are not specific enough, and/or appropriate to the chosen role. More information is needed, and may clarify their relevance of them to the chosen role and/or simulation.	The vision, mission, and core strategies are specific and appropriate to the chosen role, but may be too ambitious and unfeasible or to reach within the scope or purpose of this project. Information about them are	The vision, mission, and core strategies are specific, realistic, and appropriate to the chosen role. Information about them are provided in detail and with examples in the context of the simulation.	

			generally provided and connected back to the simulation.		
Score	0	18	24	30	/30
Reflection on Self in the Chosen Role	No reflection of the student as a manager is provided using the SWOT analysis. Information provided is neither sufficient nor relevant to making conclusions about the student in the role of the chosen role.	Each part of the SWOT analysis is identified, but only briefly discussed in the context of student in the role of the chosen role. Details about the reflection are vague or missing. The information provided is not sufficient making conclusions about the about the student in the role of the chosen role.	Each part of the SWOT analysis is identified and described, including the strengths, weaknesses, opportunities, and threats of the student in the role of the chosen role. Minor details are missing. The information provided is generally important in making conclusions about the student in the role of the chosen role, though some may not be relevant.	Each part of the SWOT analysis is identified and described in detail, including the strengths, weaknesses, opportunities, and threats of the student in the role of the chosen role. The information provided for the analysis is relevant and important in making conclusions about the student in the role of the chosen role.	
Score	0	18	24	30	/30
Writing Quality/APA Style	Frequent problems with organization, clarity and/or conventions make the paper hard to read. APA style guidelines are not adhered to, Possible plagiarism risks the appearance of cheating.	Numerous mechanical errors are distracting; and organization of ideas are lacking, but not enough to interfere with meaning. APA style guidelines are attempted, with major errors.	There are few problems with organization, clarity or conventions that should have been fixed. APA style guidelines are followed, with only minor errors; however, these problems and errors are not serious enough to distract the reader.	The writing is well organized and clear; there are minimal problems with spelling, punctuation, and grammar; APA style guidelines are followed accurately	
Score	0	6	8	10	/10