

MGT 571  
Leading Organizational Change & Development  
Fall, 2007  
6:00-9:00 pm Mondays

**Syllabus**

Dr. Joseph Kavanaugh  
236F Smith Hutson (new building)  
936-294-1236 (w)  
281-655-9946 (h)  
e-mail (SHSU): [kavanaugh@shsu.edu](mailto:kavanaugh@shsu.edu)  
e-mail (home): [joekavanaugh1@att.net](mailto:joekavanaugh1@att.net)

This course will focus on advanced theoretical concepts and applications in the areas of leadership, organizational development and change management. Of particular importance will be the concepts of organizational culture and leading organizational change initiatives. Students will also explore the application of specific tools for conducting organizational development initiatives, such as process consultation, survey feedback, large-systems change, etc.

**Text:** *The NTL Handbook of Organizational Development and Change (2006)*. (ISBN – 10: 0-7879-7773-X). Additional readings and case studies as assigned.

**Syllabus:** While the syllabus for the course is developed, the course will seek to address the needs of students who have an interest in a specific emphasis.

**Attendance:** Attendance will be in compliance with SHSU policy, permitting three class hours of absence. It is not my policy to provide excused absences except in the case of hospitalization or death in the immediate family. Each additional hour of absence (3/class meeting) will result in points deducted from your final grade in the course.

**Case Studies:** The case analyses will be written and will provide students the opportunity to demonstrate that they have mastered the ability to apply theory to practice in assessing and evaluating behavioral phenomena and the application of course principles in both the analysis of organizational system needs and the design of preferred solutions.

**Book Review:** Each student is to read and present a written review of one of the classic books of the OD field. Students are to research the field and propose a book to be reviewed for presentation. The first student to propose a title will be assigned that title.

**Grading Scheme:**

60%	Case Analysis
20%	Ropes Course Analysis
60%	Book Review

## Course Calendar

- Aug. 20 Introduction to course  
Student input to course design
- 27 OB Review: Motivation, leadership, Job design, sociotechnical systems theory, general systems theory, quality of work life
- Sept. 3 Labor Day
- 10 ORIGINS & HISTORY OF OD: NTL Chaps. 9, 1,2,3,5.  
Beckhard, "What is OD?"
- 17 SELF AWARENESS: NTL, Chap. 4, Benne & Sheets, "Functional Roles of Group Members".
- 25 DIAGNOSIS & CONTRACTING: NTL Chaps. 6,7,10,11.
- Oct. 1 CASE 1: RADIAL BEARING TEAM
- 9 INTERVENTION, PROBLEM-SOLVING, & EVALUATION: NTL chaps. 12,13.
- 13 **ROPES COURSE, Huntsville, 8 am – 4 pm (\$35 charge)**
- 16 CASE 2: FOX RELOCATION SERVICES
- 23 ORGANIZATIONAL CULTURE & LARGE SYSTEMS: NTL Chaps. 25, 26, 27, 28; Garvin, "Building a Learning Organization;" Schein, "Organizational Culture."
- 29 CASE 3: SNUGADAPT: ORGANIZATIONAL CHANGE
- Nov. 5 STRATEGIC ALLIANCES
- 12 CASE 4: OILFIELD METALS LP
- 19 MERGERS & ACQUISITIONS
- 26 MANAGING THE CHANGE PROCESS: Consulting, ROI, Managing resistance to change, Leadership Development, Coaching
- Dec. 5 CASE 5 To Be Determined