

MGT 571
Leading Organizational Change & Development
Summer 2007
Charter School Program

Syllabus

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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: Gallos, *Organization Development*.
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 (4/class meeting) will result in points deducted from your final grade in the course.

Case Analyses: 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.

Ropes Course Reflection Paper: In the five-page reflection paper, you will seek to highlight both your learning about teams, team dynamics, and team processes, but also about yourself as an effective team participant. What is necessary to make teams function well?

Capstone Case Study: Each student will write a comprehensive case analysis of a real-time situation to which the theory, tools, and processes of organizational development can be applied. The case must contain real characters, a clear decision

point, and sufficient data and other information for readers to fully understand the dynamics of the scenario described.

Capstone Instructor's Manual: Each student will construct a comprehensive Instructor's Manual for the case they have written. The IM will contain approximately ten (10) questions that highlight the instructional value of the case and focus on the choices that confront the decision-maker in the case. The answers to the questions will be grounded in the research on organizational development and change management, organizational and administrative theory, organizational behavior, and other relevant research literature appropriate to the course. Citations will be provided. In other words, the correctness of the answer will be grounded in the research pertinent to the issues raised by the question.

Academic Dishonesty: DO NOT PLAGIARIZE THE WORK OF OTHERS. PLAGIARISM WILL RESULT IN A PENALTY UP TO AND INCLUDING A FAILING GRADE FOR THE INDIVIDUAL ASSIGNMENT AND THE COURSE, DEPENDING UPON THE SERIOUSNESS OF THE OFFENSE.

Grading Scheme:

- 10% Ropes Course Reflection paper
- 36% Case Analyses (3)
- 24% Capstone Case
- 25% Capstone Instructor's Manual
- 5% Teaching of the case -- final presentation

Class assignments: (It is IMPERATIVE that you read assignments before class.)

Course Calendar

June 5	Focus:	Origins & history of organizational development
	Coverage:	Definitions of organizational development Principles of general systems theory Principles of socio-technical systems design
	Readings:	Gallos, #1,2,3.
June 10	Focus:	Self Awareness
	Coverage:	Self as an instrument of organizational change Group roles Process observation and feedback
	Readings:	Gallos, # 20,21.

Benne & Sheets, “Functional Roles of Group Members”

Skill

Development: Process observation skills
Elements of small group behavior

Tools: Group role analysis
Process observation
Process consultation
Team charters

Assignment Due: Ropes Course Reflection Paper

June 12

Focus: The OD Core: Managing Planned Change

Coverage: Diagnosis of organizational issues
Managing the change process
Resistance to change

Readings: Gallos, # 5 – 11.

June 17 (am)

Focus: The OD Process: Diagnosis, Intervention & Levels of Engagement

Coverage: Individual, Group, System & Multi-System Levels

Readings: #12, 13, 14, 16.

Assignment Due: Case Study: “Issues of Accountability...”

June 17 (pm)

Focus: OD Leadership

Readings: Gallos, #22 – 26.
Zawacki & Norman, “Successful Self-Directed Teams”

Skill Development:

Assessment-based coaching
Job design
Performance evaluation

June 19

Focus: Organizational Intervention Targets

Readings: Gallos, #27 – 34.

Coverage: Strategy
Organization & workplace design
Culture development & management
Team, leadership & workforce development

Tools: Denison organizational culture survey
Quality of Work Life (QWL)

Assignment Due: *Case Study: “Every Day I Spin These Plates...”*

June 24

Focus **OD Purpose, Possibilities and the future**

Readings: Gallos, # 36, 37, 38 45, 47.

Coverage: High performance work teams, diversity, learning organizations, managing knowledge workers, healthy organizations

Tools: Appreciative inquiry
Future search
Fast cycle OD
Others TBD

June 26

Focus **Bringing It All Together**

Assignment: *Case Study: “Reconceptualizing Education as an Engine of Economic Development...”*

Assignment: *Case presentations and discussion of theoretical underpinnings for Instructor’s Manual*