Organizational Development and Change MGMT 318-20W
Spring 2014
January 13 – (April 25th classes end) May 6, 2014
Tuesday & Thursday 8:30Am – 9:45 AM

Catalog Description
MGMT 318-20W
MGMT 318 examines the theory and practice of organizational development and change, with an emphasis on effective change management. Students will understand the complexity of change in organizations and learn how to use interventions to manage different types of organizational changes, including the redesign of jobs and restructuring.

Course Overview
Organizational Development and Change is the study of leading individuals, teams and entire organizations. Organizational Development and Change is about leading change, and managing a change once the change has been introduced. Organizational Development and Change offers insights while providing guidance for managers in creating an ethically healthy work climate and adapting to continuous change.

This course is designed to provide students with hands on and practical exposure to the importance of leadership and change in organizations. We will explore contemporary development issues through a highly interactive and experiential process.

A Writing Intensive course is designed to teach a variety of writing styles, which will give students the opportunity for drafting and feedback. Feedback will be provided through re-writes or conferences on writing.

Course Objectives and Learning Outcomes

- Provide both theory and practical application of Organizational Development and Change in organizations.
- Identify the most appropriate way to initiate, implement, and sustain change by increasing the level of influence and involvement from the people being asked to change.
- Identify the complex influence process that occurs among members when change occurs and the consequences for the group or organization.
- Discover how to respond with the right combination of direction and support.
when people have questions and concerns during each stage of the change process.

- Acquire greater knowledge of the importance of values, social and personality styles and communication skills for ensuring organization success.
- Analyze case studies using information learned through readings and class discussion to solve real-world problems in organizations.
- Explore pressing issues such as power, influence, dependence, and strategies for change.
- Enhance personal and professional effectiveness and develop skills to assist employees to become more flexible, adaptable, and effective.

**Required Materials**

HBR’s 10 Must Reads, On Change Management, 2011

Additional Harvard Business Review articles and cases.
HBR: 10 Must Reads The Essentials
HBR: 10 Must Reads Managing Yourself
HBR: 10 Must Reads On Strategy
HBR: 10 Must Reads On Managing People
Suggested Reading: The Facebook Era, Clara Shih

**Course Requirements and Grading Criteria**

Each team will submit a contract for goals for the projects.

<table>
<thead>
<tr>
<th>Evaluation</th>
<th>Date Due</th>
<th>Points</th>
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<tbody>
<tr>
<td>Journal article</td>
<td>As Scheduled</td>
<td>5</td>
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<tr>
<td>Class participation points</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Perfect attendance</td>
<td></td>
<td>2</td>
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<tr>
<td>Outside Team participation points</td>
<td></td>
<td>3</td>
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<tr>
<td>Reflection Papers Steve Jobs</td>
<td></td>
<td>10</td>
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<tr>
<td>AIG &amp; GM Case Studies</td>
<td>(5 points each)</td>
<td>10</td>
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<tr>
<td>Team Presentation/Paper #1</td>
<td>As Scheduled</td>
<td>15</td>
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<tr>
<td>Team Presentation/Paper #2</td>
<td>As Scheduled</td>
<td>15</td>
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<tr>
<td>Final Team Case Study</td>
<td>Final</td>
<td>35</td>
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<tr>
<td>Presentation/Paper</td>
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**Total Points** 100

The total points for MGMT 318 are used to determine the final grade. Based on the points earned by the student, class participation, and attendance, a letter grade will be assigned.

**Course Grading Scale**

<table>
<thead>
<tr>
<th>Total of 100 possible points</th>
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Quinlan School of Business Policies:
Attendance
Class attendance and participation are fundamental components of learning, so
punctual attendance at all classes, for the full class-meeting period, is expected
of Quinlan students. The student is responsible for any assignments or
requirements missed during an absence.

Make-Up Examination
Loyola University academic policy provides that tests or examinations may be
given during the semester or summer sessions as often as deemed advisable by
the instructor. Because Quinlan faculty believes examinations represent a critical
component of student learning, required examinations should be taken during the
regularly scheduled class period. Make-up examinations are discouraged.
Exceptions may be granted only by the faculty member or department chair, and
only for unavoidable circumstances (illness verified by a signed physician’s note,
participation in intercollegiate athletic events, subpoenas, jury duty, military
service, bereavement, or religious observance). A make up final examination
may be scheduled only with the permission of the appropriate Quinlan Assistant
or Associate Dean.

If a make up examination must be given, it is the responsibility of the faculty
member to prepare, schedule, and proctor the exam. The only regular exception
is for the student athlete, who may use the testing services of the Athletics
Department to complete a make-up examination. For a student with a
documented special testing need, please consult the University policy concerning
use of the testing center in Sullivan Center at the Lake Shore Campus.

Academic Integrity
All members of the Quinlan School shall refrain from academic dishonesty and
misconduct in all forms, including plagiarism, cheating, misrepresentation,
fabrication, and falsehood...Plagiarism or cheating on the part of the student in
individual or group academic work or in examination behavior will result minimally
in the instructor assigning the grade of “F” for the assignment or examination. In
addition, all instances of academic dishonesty must be reported to the
chairperson of the department involved.
For further information about expectations for academic integrity and sanctions
for violations, consult the complete Quinlan School of Business Honor Code and
Statement of Academic Integrity on the Quinlan website:
www.luc.edu/lucedu/quinlanschoolofbusiness/pdfs/Honor-Code-Quinlan-
July2012.pdf

Final Exam
MGMT 318, final exam scheduled for December 2013.
Please note: This class may occasionally deviate from the course outline above.
The instructor reserves the right to make changes as needed to the course
syllabus.
MGMT 318 Organizational Development and Change
- Course overview and objectives
- Course assignments and evaluation
- Instructor and student expectations

1.21 Kotter’s 8 Step Change Plan: Team project
_HBR Leading Change: Why transformation Efforts Fail p.1_
Case Study

1.23 _HBR Change through Persuasion p. 17_
_Steve Jobs_

1.28 _HBR Leading Change When Business is Good: An Interview with Samuel J. Paulmisano p. 35_
Team project

1.30 _HBR Radical Change, the Quiet Way p. 59_
Case Study
Team project
_Steve Jobs_

2.4 _HBR Tipping Point Leadership p. 79_
Case Study
Team project

2.6 _HBR a Survival Side for Leaders p. 99_
Case Study
Team project
_Steve Jobs_

2.11 _HBR The Real Reason People Won’t Change p. 119_

2.13 _HBR Cracking the Code of Change p. 137_
Team Case Study
_Steve Jobs_

2.18 _HBR: The Hard Side of Change Management p. 155_
Case Study
Team project
2.20  HBR: Why Change Programs Don’t Produce Change
Case Study

Kotter’s 8 Step Change Plan:
Case assignment
Team project

Steve Jobs

2.25  HBR: The Essentials, Leading Change: Why Transformational Effort
Fail p. 137

2.27  HBR: The Essentials, Meeting the Challenge of Disruptive Change p.
Team Case Study
Steve Jobs paper
Draft of final paper due

3.3-8  Spring Break

3.11  HBR: Managing Yourself, How Will You Measure Your Life? P. 1

3.13  HBR: Managing Yourself, How Resilience Works p. 47

Steve Jobs
Team Case Study

3.18  HBR: On Strategy, Who Has D? How Clear Decision Roles Enhance
Organizational Performance p. 229

3.20  HBR: On Strategy, Turning Great Strategy into Great Performance p. 209
Steve Jobs
Team case Study

3.25  HBR: On Managing People, One More Time: How Do You Motivate Employees?

3.27  HBR: On Managing People, Teaching Smart People How To Learn
Steve Jobs
Team Case Study
<table>
<thead>
<tr>
<th>4.1</th>
<th>HBR: On Managing People, How (Un)ethical Are You? p. 157</th>
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<tbody>
<tr>
<td>4.3</td>
<td>HBR: On Managing People, What Great Managers Do. P.91</td>
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<tr>
<td></td>
<td>Steve Jobs paper</td>
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<td>4.8</td>
<td>The Change at General Motors since 2008</td>
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<td>4.10</td>
<td>The Change at AIG since 2008</td>
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<td><strong>Final paper due</strong></td>
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<tr>
<td>4.15-17</td>
<td>Review Chapter (Tuesday before Easter Holiday)</td>
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<td>April 17\textsuperscript{th} 4PM – Monday April 21\textsuperscript{th} Easter Holiday</td>
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<td>4.22</td>
<td>Review Chapters</td>
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<td>4.24</td>
<td>Review Chapters</td>
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