Organizational Development and Change MGMT 318-101 (3188)
Fall 2013 August 25 – December 6th
Monday, Wednesday & Friday
9:20AM – 10:10AM
Corboy Law Center, room 422

Catalog Description  MGMT 318
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.

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: 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
Lean In Sheryl Sandberg with Neil Scovell, Knopf

Course Requirements and Grading Criteria

<table>
<thead>
<tr>
<th>Evaluation</th>
<th>Date Due</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Journal article</td>
<td>As Scheduled</td>
<td>3</td>
</tr>
<tr>
<td>Class participation points</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Team participation points</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>AIG team case study</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>GM team case study</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Team presentation/paper (1st)</td>
<td>As Scheduled</td>
<td>20</td>
</tr>
<tr>
<td>Team presentation/paper (2nd)</td>
<td>As Scheduled</td>
<td>20</td>
</tr>
<tr>
<td>Final Team Project</td>
<td>Final</td>
<td></td>
</tr>
<tr>
<td>Presentation/Paper</td>
<td>35</td>
<td></td>
</tr>
</tbody>
</table>

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>
</tr>
</thead>
</table>
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 2014.
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.

8-25 MGMT 318 Organizational Develop and Change
• Course overview and objectives
• Course assignments and evaluation
• Instructor and student expectations

9.1 Labor Day

9.3 Kotter’s 8 Step Change Plan: Team project

9.5 Team Case Study Steve Jobs

9.8 HBR Leading Change: Why transformation Efforts Fail p.1
Case Study
Team project

9.10 HBR Change through Persuasion p. 17

9.12 Team Case Study

9.15 HBR Leading Change When Business is Good: An Interview with Samuel J. Paulmisano p. 35
Case Study
Team project

9.17 HBR Radical Change, the Quiet Way p. 59
Case Study
Team project

9.19 Team Case Study

9.22 HBR Tipping Point Leadership p. 79
Case Study
Team project

9.24 HBR a Survival Side for Leaders p. 99
Case Study
Team project

9.26 Team Case Study

9.29 HBR The Real Reason People Won’t Change p. 119

10.1 HBR Cracking the Code of Change p. 137
10.3 Team Case Study

10.6 Fall Break

10.8 *HBR: The Hard Side of Change Management*  p. 155
    *Case Study*
    *Team project*

10.10 Team Case Study

10.13 *HBR: Why Change Programs Don’t Produce Change*
    *Case Study*

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

10.17 Team Case Study

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

10.22 *HBR: The Essentials, Meeting the Challenge of Disruptive Change* p. 1

10.24 Team Case Study

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

10.29 *HBR: Managing Yourself, How Resilience Works* p. 47

10.31 Team Case Study


11.5 *HBR: On Strategy, Turning Great Strategy into Great Performance*  p. 209

11.7 Team case Study
11.10  HBR: On Managing People, One More Time: How Do You Motivate Employees? P. 29

11.12  HBR: On Managing People, Teaching Smart People How To Learn

11.14  Team Case Study

11.17  HBR: On Managing People, How (Un) ethical Are You? p. 157

11.19  The Change at AIG since 2008  Final paper due

11.21  Team Case Study

11.24  The Change at General Motors since 2008

11.26-29  Thanksgiving break

12.1  Review Chapters

12.3  Review Chapters

12.5  Review Chapters