



**William Fanizzo, DBA, MBA**  
wfanizzo@luc.edu  
Office: Schreiber 415 Cubicle E  
Office Hours: Tues, Thurs. by appointment

**MGMT 318 – 101, Organizational Development and Change**

Meeting Information			
Days & Times	Room	Instructor	Meeting Dates
Tues & Thurs. 11:30-12:45 PM	Corboy Law – Room 306	William Fanizzo, AKA Dr. Bill	01/16/2018 - 5/05/2018

**Catalog Description**

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 change interventions to manage different types of organizational changes, including the redesign of jobs and restructuring

**Course Overview**

Change management focuses on how to plan and implement change in varied settings and organizations using organizational development tools. Students will learn principles of managing change and effective strategies for how to manage change for themselves, and how they can help individuals, teams and organizations master change.

This course provides students with both the conceptual frameworks and the practical applications and skills needed to successfully manage change.

This course will be highly interactive and provide students with hands on application and exposure to change management experts.

### Course Objectives and Learning Outcomes

- Learn principles of interpersonal influence, conflict resolution and effective group behavior and develop an awareness of ethical issues in the workplace and organizational social responsibility.
- Develop personal, group and class goals for managing in the class and other organizational settings.
- Provide opportunities to apply concepts and practice skills from the readings, activities, and class discussions for reflection and action.
- Enhance students emerging managerial skills so as to become more effective and constructive organizational members, leaders and team builders.

### Required Materials

Managing Organizational Change, Ian Palmer, Richard Dunford, Gib Akin. ISBN: 978-0-07-353053-6

Final exam & case studies from HBR, cost around \$4.00 each

Supplemental cases, exercises and handouts may be distributed through the term.

### Instructor Expectations and Course Policies

- Professionalism is expected in the classroom. This includes: arrive to class on time and stay for the entire class period, attend every required class session, actively participate in discussions, stay engaged during lectures and show respect for others' opinions and experiences through verbal and body language.
- **Please turn off and do not use cell phones or other wireless devices, including laptop computers, in class.**
- Reserve non-class related questions for before or after class or set up an appointment during office hours.
- Refer to the course Sakai site for notes, slides, and other class-related handouts/resources.
- I will return e-mails and phone calls in a timely manner and expect the same from students.
- Course communication will be sent to your Loyola e-mail address. I am unable to send information about grades or other academic work to a non-Loyola e-mail address. Students should continue to check their Loyola e-mail accounts until final grades are posted.

### Academic Integrity

Academic dishonesty is unacceptable and includes submitting as one's own: 1) material copied from a published source, 2) another person's unpublished work, 3) allowing another or paying another to complete your work, or 4) purchasing and/or acquiring and using a pre-written paper for your course work. Because the course relies so heavily upon your own reflections, the work you submit must be original to this course. Sources must be cited properly (only APA format is acceptable). Academic dishonesty will result in, at minimum, the grade of F on the assignment. All assignments submitted through Sakai will be evaluated by Turnitin.

### **Weekly Reflections assignments**

**The reflection assignments (typed, hard copy) submitted during class. Late graded assignments for any reason other than medical will be reduced 1 letter grade.**

#### Special Note: Chapter reflections

The weekly chapter reflection is a sub topic from the assigned chapter that you find particular interesting. Only one page is necessary these are your notes you can speak from if and when you are called on. The reflections should contain: (number them)

What topic did you like (title)?

1. What is it about?
2. What did the peer reviewed article say about the topic you picked?
3. How could you apply it to a work situation?

Note: Your reflections should be typed and with your specific topic in large font (18) at the top. A peer reviewed article is required of your topic to provide another point of view on it (contrary to the text if possible)

#### Graded Assignments

1. In class test
2. Mid-term Case Study
3. ¾ term Case Study
4. Final project / Case Study

#### Ungraded assignments

1. Weekly reflections (will be used to select the questions for the in-class test)
2. Weekly group case studies

**Grading Criteria (See Sakai for specific instructions on each assignment below)**

Assignment	Description	Pts / %
<b>Class Participation and Attendance</b>	<p>Your in-class contribution is an important part of your grade and of the shared learning experience. Attendance at all classes, and active participation in class discussions, is expected.</p> <p>You can meet this expectation by coming to class on time and by:</p> <ul style="list-style-type: none"> <li>• Being actively engaged (Laptops closed)</li> <li>• Providing constructive and useful feedback to your peers</li> <li>• Being prepared for class, e.g., reading all materials completing assessments, etc.;</li> <li>• Contributing pertinent and meaningful insights in your group work and class discussions.</li> </ul> <p>Note: You will be required to turn in your notes on the chapter reflections and if called on share them with the class. You should have a reasonable familiarity with your topic.</p>	50/10%
<b>First test</b>	Chapters 2,3,4	100/20%
<b>First Case Study</b>	HBR Case, <i>Communication as a Change Tool</i>	50/10%
<b>Second Case Study</b>	HBR Case, <i>The Perils and Pitfalls of Leading Change</i>	100/20%
<b>Final Paper/ Project</b>	HBR Case, <i>Deloitte Touch (A) a Hole in the Pipe line</i>	200/40%
<b>Total</b>		500/100%

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**

<b>A</b>	93-100	<b>B+</b>	87-89	<b>C+</b>	77-79	<b>D+</b>	67-69
<b>A-</b>	90-92	<b>B</b>	83-86	<b>C</b>	73-76	<b>D</b>	60-66
		<b>B-</b>	80-82	<b>C-</b>	70-72	<b>F</b>	59

**Attendance**

Class attendance and participation are fundamental components of learning in this class, so punctual attendance at all classes, for the full class period is expected and **please remain in class during presentations**. You are responsible for any graded assignments or requirements missed during an absence. Please note – **Any/all graded assignments due that day must still be submitted**.

**Make-Up Examinations**

Loyola University academic policy provides that tests or exams may be given during the semester or summer sessions as often as deemed advisable by the instructor. Because Quinlan faculty believes exams represent a critical component of student learning, required exams should be taken during the regularly scheduled class period. **Make-up exams 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 exam may be scheduled only with the permission of the appropriate Quinlan Assistant or Associate Dean.

**Please note:**

This class may deviate from the course outline above.

The instructor reserves the right to make changes as needed to the course syllabus for all students.

**Class by Class/Week by Week Course Outline**

<b>Dates</b>	<b>Topics</b>	<b>Chapters and Assignments</b> Read assigned chapters before class
Wk 1 Tuesday, 1/16  Thursday 1/18	Course overview and objectives Instructor and student expectations Stories of Change  Images of Managing Change	Chapter 2 Thurs Chapter 2 reflections & discussions. Be prepared to discuss the following questions on the chapter. <ol style="list-style-type: none"> <li>1. What topic did you like?</li> <li>2. What is it about?</li> <li>3. What did your peer reviewed say about this topic.</li> <li>4. How could you apply it to a work situation?</li> </ol> Submit your notes after class, (typed).
Wk 2 Tues 1/23          Thurs 1/25	Why Change	Chapter 3 Chapter 3 reflections & discussions. Be prepared to discuss the following questions on the chapter. <ol style="list-style-type: none"> <li>1. What topic did you like?</li> <li>2. What is it about?</li> <li>3. What did your peer reviewed say about this topic.</li> <li>4. How could you apply it to a work situation?</li> </ol> Submit your notes after class, (typed).  Thursday <ol style="list-style-type: none"> <li>1. Group Case study &amp; PPT</li> </ol> Each group will research the topic of the case study assigned, answer the questions/question assigned also compare a peer reviewed article on that topic and present findings to class with a 3 slide PPT presentation alternating presenter each class.



Wk 7 Tues. 2/27	Resistance to Change, part 1	Chapter 8 Be prepared to discuss the following questions on the chapter. <ol style="list-style-type: none"> <li>1. What topic did you like?</li> <li>2. What is it about?</li> <li>3. What did your peer reviewed say about this topic.</li> <li>4. How could you apply it to a work situation?</li> </ol>
Thurs. 3/01		Submit your notes after class, (typed). Thurs
Break 3/05- 3/11		2.Group Case study & PPT
Wk 9 Tues. 3/ 13	First Case Study Due <i>Communication as a Change Tool</i>	Case discussion of findings
Thurs 3/15	Resistance to Change, part 2	Chapter 8 1.Article (link found in assignments) reflections & discussions. Be prepared to discuss the following questions on the chapter. <ol style="list-style-type: none"> <li>1. What topic did you like?</li> <li>2. What is it about?</li> <li>3. What did your peer reviewed say about this topic.</li> <li>4. How could you apply it to a work situation?</li> </ol>
		Submit your notes after class, (typed).

Wk 10 Tuesday. 3/20	Organization Development	Chapter 9 Chapter reflections & discussions Submit your notes (counts 5 pts toward class participation, typed).
Thurs 3/22		Thurs. Group Case study & PPT

Fri 3/23	Easter Break	
Wk 11 Tues 3/27  Thurs 3/29	Change Management	Chapter 10  Chapter reflections & discussions  Thurs. Group Case study & PPT
Wk 12 Tues 4/03  Thurs 4/05	Second Case Study due  Sustaining Change versus Initiative Decay	Class discussion of findings  Chapter 11 Video, Lecture & Discussion Chapter reflections & discussions  Group Case study & PPT.
Wk 13 Tues 4/10  Thurs 4/12	The Effective Change Manager	Chapter 12 Chapter reflections & discussions  Thurs. Group Case study & PPT

