

UNIVERSITY OF MASSACHUSETTS DARTMOUTH

Charlton College of Business, Department of Management

COURSE: Managing Organizational Change MGT 671, Special Session Fall, 2017
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INTRODUCTION: Change leadership is considered a core competency for the twenty-first century. This course has been designed to prepare students with the knowledge, understanding, and skills to actively contribute, whether as a manager, leader, or change agent, to essential renewal and transformation processes within their organizations. Class time will be spent in discussion and inquiry. Students will learn from the texts, from the instructor, themselves, and from each other.

COURSE OBJECTIVES:

- Develop a broad understanding and appreciation of the enormous complexity and challenges inherent in organizational change
- Recognize the internal and external forces that make change in organizations the norm
- Examine the various roles individuals within organizations can play in the change process
- Learn the prescriptions for change that have been developed in the Organizational Development literature.
- Become familiar with specific types of change occurring in today's organization
- Develop the ability to converse in and understand the language of the change agent
- View personal experiences with change from a variety of perspectives and through a number of theoretical lenses
- Embrace a passion for continuous personal improvement as well as continuous improvement in the structures, processes, and policies of the organization in which you are a member

COURSE MATERIAL:

HBR's 10 MUST READS: **ON LEADERSHIP** c. 2011. ISBN 978 - 1-4221-5797-8 available as an ebook or paperback

Machiavelli. **The Prince**

CLASS POLICIES:

- This class is conducted entirely on line. It is a rapid fire class. Keeping up and deadlines are important. If you miss the deadline, there are no extensions and you suffer the consequences.
- In addition to checking Discussion Board postings, I check emails twice a week (Mondays and Thursdays) and respond to emails at that time.
- All students should have access to myCourses and understand how to use it. If you just registered this week, you will not be able to login until next week. After you log in, you will see this class listed on the site and will have access to this syllabus and other documents that I will download over the duration of class
- All communication from me will go to your UMASS Dartmouth email. If you need to reach me immediately the quickest way will be sending me a message through my email listed on the syllabus.
- You're an adult. The responsibility for learning is yours and is largely dependent on your being an active participant in the process. This course is as much about personal development as anything else. Bring a positive attitude toward learning and personal development to enhance your own educational experience and those of the other course participants.
- On DB postings, please answer your classmates' postings in a way that you would were we face to face, that is, with respect and to the point addressing only the issues that are presented for discussion.
- **Attendance:** I take attendance via your postings on Discussion Board.
- Written material is evaluated both on content and presentation.

- **Academic Integrity:** From the UMass Dartmouth Student Handbook <http://www1.umassd.edu/studenthandbook/studentjud/welcome.cfm>: "All students are expected to maintain high standards of academic integrity and scholarly practice. Academic dishonesty of all varieties, including plagiarism, is not allowed, whether as a result of failure to understand proper academic and scholarly procedure or as an act of intentional dishonest. ... Academic dishonesty can take a variety of forms, ranging from using unauthorized materials on examinations or copying answers of another student on an examination, to representing work done by other writers, including other students, as one's own, to accessing computer files without authorization..." **ALL STUDENTS MUST HAVE A UMASS DARTMOUTH EMAIL ADDRESS AND USE IT DAILY.** I will be communicating with you through the email distribution list on our mycourses website. Those messages will remain inside the mycourses system, but will forward an email to your UMD email account also.
- **Class Contribution:** Since the primary teaching method is discussion based, it is important that you contribute in this class. That's a function of the value-added to this class. Your contribution is very transparent - either you took the time to read and comment meaningfully on discussion topics or you didn't. "Meaningfully" is subjective - This isn't Facebook with "likes." I make the determination based not only on what and how much you communicate but also on how effectively your communication generates further thought, understanding, and dialogue from your classmates. I dislike BS. A rubric is provided below so you get an idea of what I am looking for.
- **Students with special academic needs are accommodated according to UMASS guidelines.** Please message me privately in this regard.

- **EVALUATION POLICY AND SPECIAL INSTRUCTIONS ON ASSIGNMENTS:**

No Exams

Weekly Chapter Discussion Questions	30 %
Class Contribution	20 %
Individual Assessment Project	20 %
Final Paper	30%

- The weekly written assignments are to be submitted as email attachments prior to the beginning of the class on the day they are due. There are approximately 5 weekly assignments that are expected to be submitted by each student, on time. **The assignments should be single-spaced with a minimum of 2 pages.** *Late assignments are not acceptable due to the rapidity of the class.*

- Each week you will also share at least one change that you have grappled with in the prior week. This change can be personal or professional - at work, at home, at your church, in a club, sport, etc. Describe the change in some detail, explain what challenges it caused for you, and record how you coped with it (if you did). Other students should offer their thoughts on how you might better cope with the change. This is to be analyzed and submitted as your individual assessment project. As part of this project, you should go to Keirse.com and take their FREE assessment. Think about the results and see if you agree with them. Use this analysis in your individual assessment project.
- There will be a final paper. Pick a specific change effort in a specific organization (one you have personal experience in or one you have read about) and develop a change management case. Do not use the internet as your only source of information about the change process - it is not useful for this type of information. The most thorough sources for the type of information you are seeking is the **Wall Street Journal, Fortune, BusinessWeek, Harvard Business Review, The New York Times Business Section** and other readily available business media. They provide the most thorough information and analysis.

NOTE: Some of these requirements may be modified at instructor discretion.

SCHEDULE

Course week	Topics	Reading Assignments Due	Tasks
1	<p>Intro to the course</p> <p>Defining organizational behavior</p> <p>Identifying your own personality profile</p>	<p>In the HBR Leadership text, please read the first three chapters.</p>	<p>Find a working definition of Organizational Behavior. www.Dictionary.com</p> <p>Define Leadership.</p> <p>Identify the role of Leadership on Organizational Behavior</p> <p>Go to www.Keirse.com self-assessment. It's free.</p> <p>This assignment should be sent to me via a word doc in an email.</p> <p>WHAT'S NEW? Watch a video about Dan Price, president of Gravity Solutions and how he changed his employees' lives. There are multiple options available to you. You can pick which one you prefer. They're all essentially the same clip and about the same length (2.5 minutes)</p>

			Based on what you have learned about the Keirse, do you think Mr. Price is a Guardian or an Idealist, or other? Post your thoughts to <i>BB Discussion Board</i> .
2	Leadership and Communications	<p>You should be well into The Prince</p> <p>In the text, please read the articles by Heifetz & Laurie and by Bennis & Thomas</p>	<p>Research and Read about the <i>Germanwings</i> and <i>Malaysia Airlines</i> disasters. You should use a variety of sources including non USA sources. Then, compare and contrast the way senior management handled each situation vis a vis communications, damage control etc. Post your analysis to me in an email.</p> <p>What's New! Lufthansa seems to have had knowledge pertaining to the pilot's instability and his attempt to practice a descent a month before he crashed the plane yet did not ground him. How should the airline handle this issue? In addition, families have recently rejected <i>Germanwings'</i> compensation offers. What if anything should the airline do now? Post your answers to these two issues on DB</p>
3 & 4	Executive Backroom Realities	<p>Complete your reading of Machiavelli's The Prince and also utilize your reading of the Goffee & Jones, Collins and George, Sims et al. articles in the text to analyze this week's discussion board topic.</p> <p>You MAY wish to consult Christopher Lowney's book "Pope Francis: Why he</p>	<p>Go to www.talentoday.com and take that assessment tool. It is different than Keirse.</p> <p>Individual assessment due via word doc in an email.</p> <p>DB topics to be posted.</p> <p>You Tube video of your choice pertaining to Christopher Lowney discussing his book about</p>

		<p>leads the way he leads" to provide you with some insights especially since he is now coming to the USA.</p>	<p>Pope Francis and Why he leads the way he leads.</p> <p>You should be thinking about the role of middlepersons as aides to difficult conversations. Therefore you should concentrate on Kerry and on Pope Francis as mediators. How are their strategic tactics similar and how are they dissimilar? Post your thoughts to DB.</p>
5	<p>Handling Controversy</p>	<p>Read the Rooke & Torbert and Goffee and Jones articles</p>	<p>The NFL, Brady, Domestic Violence etc. Will it ever end? Your task is to read about the recent cheating scandal and also the multiple issues of domestic violence that exist in the NFL including a newly drafted rookie signed by the Seattle Seahawks. How does the NFL and the teams handle such issues? Is it the task of an organization to be responsible for individuals acting in a way that is private and beyond the purvue of their employer?</p> <p>Per usual, post your findings to DB on BB</p>
6	<p>Developing Leaders in order to develop organizations</p>	<p>Read the Ancona et al article in the text</p>	<p>Final paper due March 24/week 8: General Topic:</p> <p>"The relationship between leaders and organizational behavior in an organization of your choice."</p>

7	You as a leader	Based on all readings to date	<p>Now that we're finished, post your thoughts on DB on why you think this course has approached organizational behavior through the role of Leadership.</p> <p>Think about yourself as a leader in an organization. Discuss your management style and how this class, if it has done so, has changed your view of yourself as a leader. This will be your final Discussion Board posting.</p> <p>Your final paper is due next week. March 24 at noon at the latest.</p>
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Class Contribution Rubric – 20 %

Criteria	Advanced 5	Proficient 4	Basic 3	Below Basic 0	Score
Class	Contributes	Contributes	Contributes	Contributes	

participation -positive - engaged	positively and regularly in every class session to discussions / activities	positively and occasionally in class sessions to discussions/ activities	positively but rarely to discussions /activities in class	negatively to class discussions (intolerance of other's views; sarcasm; inappropriate humor; "acting out")	
Class contributions.	Consistently demonstrates evidence of having thought meaningfully about the course readings in preparation for class discussion	Often demonstrated evidence of understanding of the readings during class	Occasionally demonstrated evidence of understanding of the readings during class	Seldom or never demonstrated evidence of understanding of the readings during class	

TOTAL _____