COURSE TITLE: Organizational Development and Change

COURSE NUMBER: MOL 7400

I. RATIONALE:

Change is an ever-present process in the workplace and our lives. Our natural tendency is to avoid it, resist it, or occasionally embrace it. We think change can be a good thing and we want others to change, but we, ourselves, tend to resist being changed. This course on change looks at how people stand in relation to change as change initiators, change agents, or targets of change and how we can influence our own and others’ responses to change.

II. MAJOR INSTRUCTIONAL GOALS:

GOAL A:

Continuing insight into personal leadership styles with particular emphasis into developing an understanding of the leader’s role in change processes.

**Learning Outcome:** The student will:

- A-1 Discuss the personal leadership styles needed by those who are initiators of change, change facilitators (agents) or targets of change.
- A-2 Analyze one’s own personal style for alignment with those necessary for initiators of change, change facilitators, or targets of change.
- A-3 Describe the activities necessary to gain the skills and styles to effectively initiate, facilitate or implement change.

GOAL B:

Develop ideas, with supporting theory, about organization change models and tools.

**Learning Outcome:** The student will:

- B-1 Describe models, theories, and approaches to change found in the current and classic literature on change.
- B-2 Select appropriate strategies for leadership change behavior and cite reasons for use from the current and classic literature on change.

GOAL C:

Develop a repertoire of some of the skills and tools required for developing change capability in an organization.
Learning Outcome: The student will:

C-1 Describe the approaches and tools necessary to engage others in the process of change.
C-2 Discuss how resistance appears and the strategies for engaging with others to combat resistance.
C-3 Assess the culture of an organization and its impact on change.
C-4 Evaluate an organization’s readiness for change.

GOAL D:
Develop the ability to assess an organizational change situation, to develop a plan for intervening and facilitating the organization’s adaptation to change, and the ability to assess the outcomes as a result of your actions and leadership.

Learning Outcome: The student will:

D-1 Delineate goals for a change within an organization.
D-2 Describe the assessment/evaluation and strategies/techniques to be used to evaluate the success of the change intervention.
D-3 Select and support the selection of actions to implement a change.
D-4 Create a timeline and list of resources to support implementation of change.
D-5 Evaluate the probability for success of the proposed change.

III. METHODOLOGY:

Journaling:

Students are required to maintain a journal throughout the MSOL Program. The purpose of the journal is to provide the student with a tool for reflection. The journal entries should reflect points that were important to you from the readings, classroom discussions, and/or other inputs. That is, what did you find compelling enough to pay attention to? Each entry should be connected to some aspect of your professional or personal life. In other words, why did you choose to pay attention to this particular matter? Furthermore, each entry should lead to a projection of what you might start doing, continue to do, or stop doing, as a result of your reflection. This tells you how you might experiment with the new learning. It answers the question of, “So what difference will this learning make for me?”

It is suggested that the “journal” be accumulated as a Microsoft Word file, with entries being made, at least, after each class session. Journals will be submitted at the mid-point of each course (and again at the end). Students may wish to compile rough notes during the class sessions that are refined after class. The rough notes themselves are not acceptable for submission.
Students will be evaluated on the quality and originality of their journal. The journal should be double spaced in twelve point font and may be submitted in the Blackboard digital drop box or as an e-mail attachment, at the instructor’s discretion.