

**DePaul University
School for New Learning**

HC 353 Organizational Theory and Change Management Strategies

Fall, 2009

Syllabus

Location

O'Hare Campus

Day/Time

Tuesday, 6:30 to 9:30 P.M.

Instructor

Thomas G. Bottum

tbotman@comcast.net

Mr. Bottum has a Master of Arts degree in Applied Professional Studies, with a focus in Performance Metrics and Statistical Analysis, from DePaul University. He also holds a Master of Arts degree in Military History from Norwich University. Mr. Bottum has worked in the insurance industry for over 37 years in a supervisory and senior management capacity and is a member of the Professional Liability Underwriting Society, as well as the Society for Military History. He is also a co-editor of *Architects and Engineers: Claims Against Design Professionals*, published by John Wiley & Sons.

Course Description

Change is a constant within modern business organizations. This course explores organizational structures from the following perspectives: organizational theory, corporate culture, goals/objectives, business ethics, technology, governance/control, change management competencies, the formation of action plans, leadership principles, and communications. High performance organizations effectively integrate these elements to create new and innovative approaches to maximize performance. Problem-solving and decision-making processes within organizations will also be explored from a strategic perspective.

Text

Hodge, B., Anthony, W., & Gales, L. (2003). *Organization theory: A strategic approach*. (6th ed.). Upper Saddle River, NJ: Prentice Hall. [Hodge, Anthony and Gales discuss organizations from both a structural and design standpoint. In this regard, basic elements of organizational structure are set-forth in the context of goals, environment, culture, technology, and processes. The authors also discuss organizational

design in the context of innovative approaches and operational effectiveness.]

The Learning Experience

This class is intended to be participatory. Class time will be used to explore, discuss and critique the interdependencies among organizational structure, strategy, and change. Students will examine organizations from the perspective of strategic change initiatives, problem-solving, decision-making, and the implementation of effective action plans, as well as analyze the fundamental characteristics of high-performance, adaptive organizations. Students will also study and analyze the impact that destabilizing forces have upon organizations.

Course Deliverables

Among the course deliverables will be a seven to ten page paper, wherein students will analyze their own work experiences in the context of organizational and change management theories, using principles and concepts gleaned from assigned readings, class discussion, and other independent research. For those students who might not have the business experience to prepare such a paper, an alternative option is to prepare a paper of similar length, describing and analyzing organizational and change management models from a theoretical perspective based on assigned readings, class discussion, and independent research. The paper must include at least three different reference sources. The class text may be used as one of these sources. The paper will be due at the 11th class session.

Each student will also be required to give a 12 to 15 minute presentation on a topic (separate and apart from that of the paper) pertaining to an aspect of organizational theory and change management strategies, using a reference source other than the class text.

Competencies

This course fulfills the following competencies:

H-2-C: Can identify an organizational problem and design a plan for change based on an understanding of change theories or models. [This course explores problem-solving and business processes in the context of organizational and change management theories to maximize organizational performance.]

H-2-D: Can use two or more organizational theories in the analysis of one's experiences in an organization. [This course encourages students to draw upon their own business experiences in analyzing business processes and operational performance in the context of organizational and change management theories.]

H-2-X: Can demonstrate an understanding of how organizational structure can affect an institution's development, function, and performance. [This course

explores how organizations can evolve and maintain a high-performance culture through the application of organizational and change management principles.]

F-X: Can describe the theories, principles, and concepts of organizational structure and change management practices. [This course explores organizational theory and corporate structure in the context of strategic change initiatives.]

Suggested Reference Sources

Adler, N. (2002). *International dimensions of organizational behavior* (4th ed.). Cincinnati: South-Western/Thomson Learning.

Christensen, C. (2003). *The innovator's solution: Creating and sustaining successful growth*. Boston: Harvard Business School Press.

Deal, T., & Kennedy, A. (1999). *The new corporate cultures: Revitalizing the workplace after downsizing, mergers, and reengineering*. Cambridge, MA: Perseus Publishing.

Felkins, P., Chakiris, B., & Chakiris, K. (1993). *Change management: A model for effective organizational performance*. New York: Quality Resources.

Kaplan, R., & Norton, D. (2001). *The strategy-focused organization: How balanced scorecard companies thrive in the new business environment*. Boston: Harvard Business School Press.

Kotter, J. (1996). *Leading change*. Boston: Harvard Business School Press.

Kotter, J. (2002). *The heart of change: Real-life stories of how people change their organizations*. Boston: Harvard Business School Press.

Larkin, T., & Larkin, S. (1994). *Communicating change: Winning employee support for new business goals*. New York: McGraw-Hill.

Ostroff, F. (1999). *The horizontal organization: What the organization of the future actually looks like and how it delivers value to customers*. Oxford: Oxford University Press.

Post, J., Lawrence, A., & Weber, J. (2002). *Business and society: Corporate strategy, public policy, ethics* (10th ed.). Boston: McGraw-Hill.

Rasiel, E., & Friga, P. (2002). *The McKinsey mind: Understanding and implementing the problem-solving tools and management techniques of the world's top strategic consulting firm*. New York: McGraw-Hill.

Von Krogh, G., Ichijo, K., & Nonaka, I. (2000). *Enabling knowledge creation: How to unlock the mystery of tacit knowledge and release the power of innovation*. Oxford: Oxford University Press.

Watzlawick, P., Weakland, J., & Fisch, R. (1974). *Change: Principles of problem formation and problem resolution*. New York: W. W. Norton & Company.

Academic Integrity Policy

It is expected that each student will adhere to the DePaul University Academic Integrity Policy – Code of Student Responsibility.

Class Policies

Attendance, as well as punctuality, is expected and the responsibility of the student. Considering that the class meets once a week for a three hour session, attendance is critical. Therefore, students who miss more than two classes during the quarter will not pass the course.

If it is necessary to miss a class, students should notify the instructor in advance, or as soon as possible after any unplanned absence. Any missed assignments must be made-up within a period of one week in a manner agreed upon by the student and instructor.

Written assignments must be completed and submitted to the instructor on time, unless an extension is granted by the instructor in advance of the due date. An extension will be granted only in the event of extraordinary circumstances.

Assessment and Grading

At the conclusion of the course, students will be given a letter grade. If students wish to take the course on a Pass/Fail basis, the instructor must be informed in writing before the beginning of the third class. Once the Pass/Fail option is selected, it cannot be changed.

Grading will be determined on the following criteria:

- Class participation (30%)
- Quality of the written assignment (35%)
- Quality of the presentation (35%)

Written work must demonstrate the student's understanding of the course material. It should reflect the student's ability to integrate information gleaned from class discussions, assigned readings, and other resource material. In addition, and depending upon the depth of their background, students should include their own thoughts and insights derived from their own business and organizational experiences when possible. Written assignments must be typed, double-spaced and contain a one inch margin. **All in-text citations and bibliographic references must be properly cited.**

Incompletes are rare and contingent upon the existence of special or unusual circumstances. In the event any student wishes to take an Incomplete for the course, it must be discussed with the instructor in advance of the last class date. The student and the instructor must agree upon how the student is going to complete the course work and in what time frame. If the student fails to complete the work in the agreed upon time frame, the student will not pass the course.

Class Schedule

Session 1: Course Introduction and Overview

Session 2: Building an Organization

- Vision
- Philosophy
- Purpose
- Organizational Cultures

Session 3: Managing an Organization

- Strategic Design
- Effective Structures
- Performance Initiatives

Session 4: Goals and Objectives

- Organizational Mission
- Operational Goals
- Business Plans
- Performance Measures

Session 5: Global Organizations

- Trends
- Global Environments
- Managing the Environments

Session 6: Organizational Technology

- Work Flow and Technology
- Education of the Workforce

Session 7: Leadership Principles

- Innovative Approaches to Change
- Managing Change and Transition

Session 8: Governance and Control

- Accountability
- Assessment
- Management Systems
- Reporting

Session 9: Strategic Change Initiatives

- Problem-solving
- Decision-making
- Action Plans
- Standards and Best Practices

Session 10: Strategic Change and Learning

- People Issues
- Coping with Continuous Change
- Communicating Change

Session 11: The Role of Business in Today's Society

- Business Integrity
- Course Review

Note: In order to respond to student interests, this syllabus could be subject to modifications and changes.