

“Change Management & Organizational Development” Syllabus

FALL 2016

Instructor Information

Instructor	Email & Phone	Location & Hours
Navid Mollaei MBA, PhD	info@navidmollaei.com +98-9119113467	Ahwaz, Friday 15:30 - 17:30 & 17:30 - 19:30

General Information

Description

With constant changes occurring in their business environments, organizations are compelled to innovate and change in order to survive and keep ahead of competitors. While the spotlight of the business press on innovation and change has intensified in recent decades, effectively leading these dynamic aspects of organizations has always been an essential component of a leader's role.

It is almost certain that every employee in every business will be affected by a change initiative and almost certain that every manager will be an active player in a change process at some time. Change is everybody's responsibility and knowing how to plan for and implement change is a critical skill for every modern manager. Fortune 500 firms, find that they must change or die. [Read *Charles Darwin*: “It is not the strongest species that survive, not the most intelligent, but the ones who are most responsive to change.”]

This course is about identifying the need for change, assessing change options, planning for change and then implementing and managing change process through to successful outcomes. Important sub-topics will be covered to broaden the students' perspectives in this regard. I hope that you find the course interesting, enjoyable and worthwhile.

Expectations and Goals

This course is geared toward deepening your understanding of the challenges, the techniques, and the problems associated with initiating and implementing major change in an organization. Throughout the course, the objective will be to prepare managers, or their consultants and advisers, to meet the challenges of organizational change successfully. The focus of this course will be on the theoretical concepts of change management and the application of these concepts in organizational strategies and decision makings. While we will cover the macro (organizational) level of change, we will also focus on the micro (individual) level of change and how you, as a manager/consultant, can lead change through your actions and through others.

The objectives of this course are; teaching practical and applicable change management skills to equip students to proactively engage with change processes in the workplace, as well as improving the student's self-confidence to use change management tools and models to design appropriate change plans for their workplace.

Students should work to learn psychological theories relevant for understanding change and also demonstrate the application of the theories in designing marketing strategies.

Course Schedule

Week	Topic
1 st	Introduction
2 nd	Learning & Individual Change
3 rd	Organizational Change
4 th	Leading & Managing Change
5 th	Development by customers - part 1
6 th	Development by customers - part 2
7 th	Development by employees
8 th	Learning Organizations
9 th	Cultures & Changes
10 th	Restructuring
11 th	Complex Changes
12 th	Innovation & Change

Course Requirements

In-class discussions are at the core of the learning in this course. Please read all readings and cases in the order that they are presented in the syllabus. You should develop detailed knowledge of the content of the reading(s) and/or case(s) assigned for each class session as well as a reasoned perspective on the issues they raise. Be prepared to take full responsibility for your own learning.

Classes will NOT be videotaped. Cell phones, iPods, Blackberries or any other technologies are not allowed during class unless you need them for your presentation.

1. Attendance and Class Participation

a. This is an applied course for which attendance and participation are mandatory. Much of what you learn in this class will be from your fellow students. If you are absent for ANY reason, you are not participating. If you miss all or part of a class, your participation grade may be negatively affected by absences and tardiness, based on the reason made you absent.

There will be more questions than answers. *You* will lead most of the discussions in the class. I will facilitate your learning. The focus here will be on creating what *Peter Senge* calls a learning community. You should be prepared for each session. You are expected to complete all the assigned readings, assignments and case analyses for each session before coming to class. In addition, you must be able to contribute in a meaningful way to class discussion of these materials.

b. Students are required to present (20 minutes) their translated paper on the assigned topic to present in the class. They may receive specific papers from the instructor to work on. The paper should be approved by the instructor when it is suggested by students. Scores will be provided based on level of competency: clarity, depth of presentation, use of technology (video, PowerPoint, etc.)

2. Paper/Case Study

Students are required to select a topic from their texts and apply course concepts to an organization of their choice. A full paper is required in *.doc format. (Limit: 10 pages not including references and appendices; 12 point Times New Roman font, double spaced, 1-inch margins)

The paper should focus on these issues;

- How can you apply what you've learned to your current situation?
- What did you learn about how you handle change?
- What worked? What got in the way?
- How will you do things differently to become more effective?

The paper will be graded on the quality of your application of frameworks and concepts discussed in the course.

3. Final Exam

There will be a final examination in-class. The examinations may contain any combination of multiple choice, short answer, and/or translation questions. It will cover the assigned readings, any additional handouts, lectures, class discussions, and exercises to test your knowledge of theories and concepts as well as your understanding of how these theories and concepts apply to organizational situations. The examinations are not open-book or open-notes. Additional instructions for the exam will be provided in class.

Grades will be calculated as follows:

criteria	/100
Class participation	30
Paper	35
Final Exam	35