Creating & Managing Organizational Change (38:533:685)

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OBJECTIVE: Companies are continually confronted with changes in their environment (e.g., new legislation, increased competition, deregulation, and evolving technology) that profoundly affect how they do business. The ability to manage change effectively is critical for a company's survival. Human Resource (HR) leaders are responsible for helping companies adapt to change, and implementing organizational improvement initiatives. Unfortunately, organizational change programs fail with alarming frequency. The reason often involves the company's inability to change its social architecture to match the changed strategic goals.

The course will focus on organizational development and strategic HR practices to provide a methodology to improve a company's organizational capability, competitive advantage and quality of work life. Using lectures, case studies, exercises and a project, students will learn to plan, execute and evaluate organizational change programs.

Readings

Nadler, D.A. (1998) **Champions of Change: How CEOs and Their Companies are Mastering the Skills of Radical Change.** San Francisco: Jossey-Bass. ISBN 0-7879-0947-5

Readings as assigned

EVALUATION:

Exam I	**35 points**
Exam II	**35 points**
Project	**30 points**

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1/17	**NO CLASS**	
1/24	**The Challenge of Change** ➢ The importance of change ➢ Why change efforts fail	**1**
1/31	**Forces of Change** ➢ External & internal drivers of change ➢ Types of change	**3, 4**
2/7	**Organizational Diagnosis** ➢ Measurement issues ➢ Data collection	**2** **Weisbord**
2/14	**Organizational Diagnosis** ➢ Diagnostic models	
2/21	**Reaction to Change** ➢ Individual change ➢ Resistance	**5, 6**
2/28	**Change Models**	
3/6	**EXAM I**	
3/13	**SPRING BREAK**	
3/20	**Implementing Change** ➢ Role of the change leader ➢ Vision	**7, 8, 13**
3/27	**Power & Politics** ➢ Organizational power ➢ Politics & influence	
4/3	**Innovation & Culture** ➢ Barriers to innovation ➢ Culture change	**10**
4/10	**Cultural Change**	
4/17	**NO CLASS---TEAMS MEET**	
4/24	**Structural Change** ➢ Job Design ➢ Work effectiveness	**9** **Joyce**
5/1	**PRESENTATIONS**	
5/8	**EXAM II**	