Nothing endures but change.
---Heraclitus

I. **REQUIRED MATERIALS**

A. Required Texts:
   a. *Managing Organizational Change: A Multiple Perspectives Approach* by Ian Palmer, Richard Dunford, and Gib Akin
   b. *Leading Change* by John Kotter

II. **COURSE DESCRIPTION:**

   Managing ethically in the changing cultural, economic, political, technological and global environments of business. (General Capstone course.) Prereq(s): CH 201; ENG 102; senior standing.

III. **CORE OBJECTIVES:**

   a. This is a General Capstone course for the University of Nevada, Reno that also satisfies **Core Objective 10: Diversity and Equity**. In terms of CO 10, this course examines the nature and role of the organization in the modern world and how the organization can be successfully changed to accept different ideas, cultures, races, ethnicities, genders, social classes, and different national origins. Special emphasis is given to the impact of minority status on issues of equity and inequality in an organizational context. While this course primarily focuses on organizational change, it incorporates perspectives and issues concerning different social groups including, but not limited to, African-Americans, women, members of the LGBT community, people with disabilities, and people from disadvantaged backgrounds. Some aspects covered include: Gender roles in the modern
workplace, affirmative action programs, sexual identity in the modern workplace, the impact of federal legislation in creating a more equitable and fair workplace, the impact of programs designed to assist working families, the impact of diversity programs, sexual harassment at work, and discrimination in the workplace.

b. Core Objective 10 – Diversity and Equity: Students will demonstrate an understanding of diversity through courses that focus on topics such as race, ethnicity, gender, sexuality, religion, physical ability, language, and/or social class with an emphasis on the analysis of equity. Students will apply and evaluate approaches or modes of inquiry used to analyze diversity and equity and the social barriers to these goals.

c. Student Learning Outcomes:

*After successfully completing this course, students will be able to:*
1. Discuss topics related to managing ethically in the changing cultural, economic, political, technological and global environments of business. *(CO10)*
2. Discuss and learn about changes that are occurring in society and how they influence decision making in the business world. *(CO10)*
3. Understand and appreciate the differences in individuals and groups that influence both leader and follower behaviors. *(CO10)*
4. Learn how business leaders formulate company objectives, achieve the objectives, and convey those objectives in a form attractive to all members of an organization in ways that add value, demonstrate responsibility, and takes into account the changing environment.
5. Examine diversity from the perspective of different cultures, ethnicities, religions, and social classes in the context of organizational change. Some examples include the role of women and minorities in facilitating organizational change. *(CO10)*

IV. COURSE GRADE

A. There will be two exams in this class. Illness that is supported by a qualified medical professional will be the only excuse not to be present for the exams. Early exams are never given. There is zero tolerance for cheating and any instances will be immediately reported to the University.

B. Course Grade:
10% - Class Attendance
15% - Individual Case Interview
25% - Quizzes
25% - Midterm Exam
25% - Final Exam
C. Grading Scale:

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<tr>
<th>Percentage</th>
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<td>C</td>
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<td>90-93</td>
<td>A-</td>
<td>70-73</td>
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<tr>
<td>87-89</td>
<td>B+</td>
<td>67-69</td>
<td>D+</td>
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<td>80-83</td>
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<td>77-79</td>
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V. Attendance Policy

Attendance is essential to success in this course since the exams will be based on the material covered in lectures and in the textbook. Attendance will count towards 10% of your final grade. If you enter the classroom late please go to your seat quietly and do not disturb the class. You must bring your required texts and any other associated materials with you during every class. While in class you are expected to conduct yourself in an appropriate manner and anyone who fails to act accordingly will be asked to leave.

VI. Electronic Device Policy

A. Electronic devices, including mobile phones and iPods, are not permitted in the classroom, including before class begins and after class ends.

B. The only exceptions to this policy are for students who need electronic devices for translation or due to disabilities.

C. Laptops are not permitted in the classroom.

D. Recording is not allowed.

E. No video equipment is allowed.

F. “Surreptitious or covert video-taping of class or unauthorized audio recording of class is prohibited by law and by Board of Regents policy. This class may be videotaped or audio recorded only with the written permission of the instructor. In order to accommodate students with disabilities, some students may be given permission to record class lectures and discussions. Therefore, students should understand that their comments during class may be recorded.”
VII. Academic Integrity

It is the policy of the course to follow the University of Nevada Reno Code of Student Integrity as set forth in the Catalog. The code forbids cheating, fabrication or falsification of information, multiple submissions of academic work, plagiarism, abuse of academic materials and complicity in academic dishonesty. Students are expected to exhibit a level of personal honor and integrity that will bring credit to themselves and the University. Students who violate the code will be punished to the fullest extent possible. In short, academic dishonesty will not be tolerated by this instructor. Any student in possession of an Examination (without permission) will be given an “F” in the Course.

VIII. Missed Exam Policy

Students are expected to take exams at the times they are given. This requirement will be waived only if a student cannot take an examination due to an illness. A note signed by a doctor will be required as verification. Travel, both business and personal, previously purchased plane tickets, weddings, hunting trips, military training, and work outside of the University are not excuses for missing exams. This policy also applies to homework, quizzes, projects, and any other graded assignments for this course.

IX. Special Accommodations

The University provides very good special accommodations for students who need them. Students are strongly encouraged to coordinate with the Disability Resource Center if special accommodations are needed. Testing is also available to determine whether students need special examination conditions.

X. Important Considerations

1. In this class we may at times cover materials that are sometimes graphic, offensive, violent, sexual, profane, or outside the normal expectations of polite society. If you feel uncomfortable discussing or viewing materials related to such topics please let the instructor know in advance so accommodations can be made.

2. As your instructor and as a student in this class, it is our shared responsibility to develop and maintain a positive learning environment for everyone. Your instructor takes this responsibility very seriously and will inform members of the class if their behavior makes it difficult for him/her to carry out this task. As a fellow learner, you are asked to respect the learning needs of your classmates and assist your instructor to achieve this critical goal.
XI. Academic Success Services

Your student fees cover usage of the Math Center (784-4433 or www.unr.edu/mathcenter/), Tutoring Center (784-6801 or www.unr.edu/tutoring/), and University Writing Center (784-6030 or http://www.unr.edu/writing_center/). These centers support your classroom learning; it is your responsibility to take advantage of their services. Keep in mind that seeking help outside of class is the sign of a responsible and successful student.

Tentative Outline

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<tr>
<th>MEETING TIME</th>
<th>READING</th>
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<tr>
<td>1 - 8/26</td>
<td>American Dream</td>
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<td>3 - 9/2</td>
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<td>27 - 11/25</td>
<td>Chapter 11</td>
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<td>28 - 11/27</td>
<td>Thanksgiving</td>
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**Course Overview**

***Each module represents one week of class time.***

**Module 1: American Dream, Chapter 1, and Case Studies**

1. The American Dream: Origins, define what it is, how it has changed over time, and what it means in the modern world. *(CO10)*
2. Discuss how different cultures, religions, peoples, races, genders view and experience the American Dream differently. *(CO10)*
3. How changes in society have transformed the American Dream. *(CO10)*
4. Organization Development Definition
6. Discuss the major change issues in each case.

**Module 2: Chapter 2 - Images of Change**

1. Discuss the role of organizations in society. View of organizations as machines, political arenas, or cultures. *(CO10)*
2. How background, race, gender, experience, and other factors impact the impression of organizations. *(CO10)*
3. The six different images of managing organizational change.
4. The difference between management by control and management by shaping.
5. Theoretical underpinnings for each different image of change.

**Module 3: Chapter 3 - Why Organizations Change**

1. Understand environmental pressures propelling organizations toward change. *(CO10)*
2. Articulate arguments about why all organizations are not affected equally by such pressures.
3. Outline issues that push organizations to change.
4. Affirmative Action, Diversity Programs, Gender Discrimination, Pregnancy Discrimination, State and Federal Legal Mandates *(CO10)*
5. Sensitivity Training, Quality of Life Programs, Corporate Culture *(CO10)*

**Module 4: Chapter 4 - What Changes in Organizations**

1. First Order Change
2. Second Order Change
3. Identify a common range of changes that confront organizations like downsizing, new technologies, mergers and acquisitions, and changes in culture and society. *(CO10)*
4. Individual Initiatives vs. autocratic organizations
5. The importance of routine in an organizational context

**Module 5: Chapter 5 - Diagnosis for Change**

1. Understand and discuss the seven different organizational change diagnostic models.
2. Understand and discuss Component Analysis
3. Diagnosing Readiness to Change

**Module 6: Chapter 6 - Resistance to Change**

1. Identify signs of resistance to change
2. Understand reasons for resistance to change.
3. Recognize the strengths and weaknesses of various approaches to the management of resistance of change.

**Module 7: Leadership**

1. Definition of Leadership
2. How communication, culture, gender, race, social/ regional identity, and war influence leadership. *(CO10)*
3. Leadership traits
4. Examples of ineffective leadership
5. Followership
6. Difference between transformational and transactional leadership
7. How gender influences leadership *(CO10)*
8. Traits of transformational leaders

**Module 8: Chapter 7 – Implementing Change**

1. Fundamental Values – Humanistic, Democratic, and Developmental values *(CO10)*
2. The role of the OD practitioner
3. Appreciative Inquiry
4. Positive Organizational Scholarship
5. Sense making Approaches to Change

**Module 9: Chapter 8 – Implementing Change (Change Management)**

1. Definition and theory of the Change Management Approach
2. 10 change management models
3. Change Management vs. Organizational Development
4. Contingency Approaches
5. Processual Approaches
Module 10: Chapter 9 – Vision

1. Appreciate how approaches to vision and change differ depending on the image of held
   for managing organizational change.
2. Attributes of a meaningful vision.
3. How context affects the creation of a meaningful vision.
4. Processes and techniques for developing visions.
5. Why some visions fail

Module 11: Chapter 10 – Strategies for Communicating Change

1. Identify communication strategies appropriate to different images of managing change.
2. Understand the Communication Process
3. How gender, race, identity, influence communication in an organization (CO10)
4. Gender stereotypes (CO10)
5. How different generations view communication in an organizational context (CO10)
6. The role of emotion in communication (CO10)
7. How the media and culture influence communication (CO10)

Module 12: Chapter 11 – Skills for Communicating Change

1. Identify communication skills appropriate to different images of managing change.
2. Understand the role of toxic handlers in the change process
3. How to make communication strategies relevant to both internal and external
   stakeholders. (CO10)
4. Skills needed to have effective communication within an organization with minorities,
   women, members of the LGBT community, and other groups. (CO10)

Module 13: Chapter 12 – Sustaining Change

1. Identify actions that can assist in sustaining organizational change
2. How to measure progress (CO10)

***Please note this syllabus is not final and I reserve the right to change or amend
this syllabus during the semester as needed.