

MGT 522 Influencing Change in Organizations

Fall 2017 Syllabus

Course Description Manifesting meaningful change in an organization demands we engage a willingness to first see ourselves as change agents. We must reflect on our aptitude for and attitude toward the rapidly changing world around us. When we initiate change with authentic clarity and passion, others willingly follow our lead. Enabled and empowered, we are capable of transforming organizations in ways we may never have thought possible. The tools of change come easily to us. The change-cycle model fits comfortably in our language. We learn and grow. Isn't that what change is all about?

Credit Hours 3 credits

Faculty Information Steve Kinder, MPA (kinder@ohsu.edu)
Eugene Cardi (cardie@ohsu.edu)

For timely, brief questions connect with the instructors by e-mail. Please include the course number (MGT 522) in the subject line. For an extended conversation please e-mail or connect with us in class to schedule a specific time.

General Course Meeting Information This course meets online:
Monday, September 25 – Friday, December 15, 2017

We will meet in person twice in the term:
Saturday, September 30, 2017 9:15am – 12:30pm CHH 3070
Saturday, December 2, 2017 9:15am – 12:30pm BICC 124

Required Texts Govindarajan, Vijay. *The Three-Box Solution: A Strategy for Leading Innovation*. Harvard Business Review Press. Boston, MA. 2016. ISBN-10: 1633690148. MSRP: \$32.00

Kotter, John and Cohen, Dan. *The Heart of Change: Real-Life Stories of How People Change Their Organizations*. Harvard Business Review Press. Boston, MA. ISBN-13: 978-1-4221-8733-3. MSRP: \$18.00

Pricing for textbooks may vary by retailer. Additional information about pricing, electronic options (e.g., Kindle), rentals, and used copies is available through your favorite online vendor. Additional readings will be made available through OHSU Library and the Sakai learning platform.

Additional materials will be available in Sakai and listed in Course Materials. Students are encouraged to keep copies of readings and links they may want to use in the future as the materials will no longer be available once the course is complete.

Course Objectives Through active participation in this course, you will improve your ability to:

- Strengthen self-reflective capabilities to comfortably engage the vulnerability demanded of a change agent
- Develop familiarity, through practice, experimentation, role playing and interview, with the concepts and tools of the change-cycle model
- Articulate a personal change leadership manifesto

Alignment with Program Learning Goals and Objectives This course is an elective course in the MS curriculum and focuses on the following:

LG2: Strategic Decisions

- **LO1:** Identify and define problems with consideration of uncertainties and risks.
- **LO2:** Critically evaluate information.
- **LO3:** Make decisions and evidence-based recommendations that improve outcomes.

LG3: Awareness

- **LO1:** Reflect on and assess one’s own emotions, strengths, weaknesses, drivers, values and goals and analyze how they impact others.
- **LO2:** Describe complex organizational situations from multiple perspectives.
- **LO3:** Identify strengths and consider perspectives of others to build relationships.

LG4: Communication, Audience Engagement

- **LO1:** Demonstrate a thorough consideration and understanding of context, purpose and audience in the communication.
- **LO2:** Present a central message that is clear, concise and convincing.
- **LO3:** Skillfully present complex information that is readily understood by a broad range of stakeholders.

Attendance Requirements Attendance at the face-to-face sessions is required as is participation in the online component of the course. Students are expected to be present and participate in discussions in a professional and respectful manner. Failure to attend or participate in class may adversely affect your final grade. See the Grading Policy (below) for details.

Grading Policy Grades are based on the following criteria:

A	95-100%	B-	80-82%	D+	67-69%
A-	90-94%	C+	77-79%	D	63-67%
B+	87-89%	C	73-76%	D-	60-62%
B	83-86%	C-	70-72%	F	Below 60%

Graduate credit will be granted for a class grade of C or better, however a class grade below B is cause for serious concern.

Grades will be based on scores from Forum posts and participation, participation in the in-person (F2F) sessions, and assignments. The point breakdown is as follows:

- 40% Discussion Forums*
- 20% Face-to-Face Participation*
- 10% (4) Assignments*
- 20% Final Paper*

Grades are due to the Registrar's Office one week after the end of the term. Students will find official grades posted in [SIS](#) by [insert specific date]. If at this time you do not see your grades in SIS, please contact the Division at 503-346-0375.

Copyright Information

Every reasonable effort has been made to protect the copyright requirements of materials used in this course. Class participants are warned not to copy, audio, or videotape in violation of copyright laws. Journal articles will be kept on reserve at the library or online for student access. Copyright law does allow for making one personal copy of each article from the original article. This limit also applies to electronic sources.

To comply with the fair use doctrine of the US copyright law, Sakai course sites close three weeks after grades are posted with the Registrar. Please be sure to download all course material you wish to keep before this time.

Syllabus Changes & Retention

This syllabus is not to be considered a contract between the student and the Division of Management. It is recognized that changes may be made as the need arises. Students are responsible for keeping a copy of the course syllabus for their records. **PLEASE NOTE: the course outline posted on Sakai will have the most up to date information.**

Student Access

Our program is committed to all students achieving their potential. If you have a disability or think you may have a disability (physical, learning, hearing, vision, psychological) which may need a reasonable accommodation please contact Student Access at (503) 494-0082 or e-mail at studentaccess@ohsu.edu to discuss your needs.

You can also find more information [here](#). Because accommodations can take time to implement, it is important to have this discussion as soon as possible. All information regarding a student's disability is kept in accordance with relevant state and federal laws.

Commitment to Equity and Inclusion

Oregon Health & Science University is committed to creating and fostering a learning and working environment based on open communication and mutual respect. If you encounter sexual harassment, sexual misconduct, sexual assault, or discrimination based on race, color, religion, age, national origin or ancestry, veteran or military status, sex, marital status, pregnancy or parenting status, sexual orientation, gender identity, disability or any other protected status please contact the Affirmative Action and Equal Opportunity Department at 503-494-5148 or aaeo@ohsu.edu.

Inquiries about Title IX compliance or sex/gender discrimination and harassment may be directed to the **OHSU Title IX Coordinator** at 503-494-0258 or titleix@ohsu.edu.

Inclement Weather Policy

When the weather forecast calls for ice or snow, call the OHSU Alert Line, 503 494-9021, for information regarding weather conditions that may affect operations at OHSU. See this [website](#) for details. For more information specific to the Division, please visit our [website](#).

Academic Honesty

Course participants are expected to maintain academic honesty in their course work. Submission of previously published solutions or answers (sections or in total) as one's own work will not receive credit. Literature and resources (including Internet resources) employed in fulfilling assignments must be cited. Phrases, sentences or paragraphs from other sources, including the participant's own previous writings may only be used with explicit attribution and citation of source.

To uphold the principles and practice of academic honesty, faculty members at OHSU may use originality checking systems such as *Turnitin* to compare a student's submitted work

against multiple sources. More information about Turnitin and plagiarism can be found online through [OHSU's Teaching & Learning Center](#).

Use of Sakai

This course will have an online component, which can be accessed through Sakai, OHSU's online course management system. OHSU's Sakai software is supported by the Sakai Help Desk. The Help Desk offers technical and user support seven days a week: Monday through Friday from 8 a.m. to 9 p.m. Pacific Time and weekends and holidays from noon until 5 p.m. Pacific Time. You can contact the Help Desk using their [web-based form](#), or via e-mail at sakai@ohsu.edu, or by phone at 1-877-972-5249.

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