



School of  
**MEDICINE**  
Division of Management

# MGT 522 Influencing Change in Organizations

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## Fall 2016 Syllabus

<b>Course Description</b>	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?
<b>Credit Hours</b>	3 quarter credits
<b>Faculty Information</b>	Steve Kinder, MPA <a href="mailto:kinder@ohsu.edu">kinder@ohsu.edu</a> 503-346-0368  For a timely, brief question you are welcome to connect with Steve Kinder by e-mail. For an extended conversation please e-mail me to schedule a specific time. A weekly online office hour can be arranged if a majority of the class finds it to be useful.  I will be online frequently throughout the quarter, including evenings and weekends. I will attempt to respond to any e-mail inquiries as soon as possible after we receive them.
<b>General Course Meeting Information</b>	This course meets Monday, September 26 – Friday, December 9, 2016  We will meet in person twice: Saturday, October 1, 2016      CDRC 3200      9:15am – 2pm Saturday, December 3, 2016      CDRC 3200      9:15am – 2pm

NOTE: This course shares face-to-face time with MGT 535 as they are complementary courses.

The remainder of the coursework is offered online through Sakai.

**Required Texts** Cran, Cheryl, *The Art of Change Leadership: Driving Transformation In a Fast-Paced World*, Wiley, Hoboken NJ., 2016, ISBN: 978-1-1191-2475-7. MSRP: \$17.00

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: 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.

**Course Objectives**

Upon successful completion of this course, students will demonstrate improved capabilities in:

- 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 a foundation course in the MS curriculum and while this course contains aspects of all of the program's learning goals, it 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.

There are no prerequisites for this course.

**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.

Forum grades will be determined as follows:

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

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

Students will find official grades posted in [SISweb](#) on Friday, December 30. If at this time you do not see your grades in SISweb, please contact the Division at 503-346-0375.

**Forums**

Every student is expected to post his/her initial response to all questions in the forums by end of day Tuesday and then replay to at least 2 of your class mates by End of Friday. I will read your responses and will ask follow-up questions.

You will have forum questions and/or assignments each week for online response. The effectiveness of the class relies on active participation in online discussions.

**Submissions**

In most cases assignments should be submitted by 11:55pm on the date noted in Sakai's submission section.

**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](mailto: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. OHSU does not discriminate on any status protected by law. If you encounter sexual harassment, sexual misconduct, sexual assault, or discrimination based on race, color, religion, age, national origin, veteran's status, ancestry, sex, sexual orientation, gender identity, or disability, please contact the Affirmative Action and Equal Opportunity Department at 503-494-5148 or [aaeo@ohsu.edu](mailto:aaeo@ohsu.edu). Retaliation for reporting discrimination is prohibited.

Inquiries about Title IX compliance or sex/gender discrimination and harassment may be directed to the **OHSU Title IX Coordinator**: Laura Stadum (503-494-0258 or [titleix@ohsu.edu](mailto: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](mailto:sakai@ohsu.edu), or by phone at 1-877-972-5249.

Please remember, 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.