MGT 522 Influencing Change in Organizations

Term: Fall 2020  
Credits: 3 quarter credits  
Instructor: Eugene Cardi, M.S. (cardie@ohsu.edu)

Course meets online: Monday September 28, 2020 - Friday December 18, 2020  
Face-to-Face Dates: Saturday October 3, 2020 9am – 2pm  
Saturday December 5, 2020 9am – 2pm

Required Materials
ADKAR: A Model for Change in Business, Government and Our Community

- Author: J. Hiatt  
- Publisher: Prosci Learning Center Publications  
- ISBN: 978-1930885509  
- Price: $19.00

The Heart of Change: Real-Life Stories of How People Change Their Organizations

- Author: J. Kotter & D. Cohen  
- Publisher: Harvard Business Review Press  
- Price: $32.00

Additional readings will be supplied in Sakai.

Course Description
This course focuses on designing effective organizations and managing change in organizations in which engineering, manufacturing, and/or scientific technologies are critical. Tools for assessment and redesign of organizations are emphasized. The course pays special attention to organizing for lateral coordination and integration, as this is a required capability in technology-intensive organizations. Topics also include: change methodology; roles in a change initiative; competencies and mind-sets required to effectively lead change; and the impact of change on people and organizations. Students are encouraged to design their own organizational change using a combination of the frameworks. Taking MGT 520 first is recommended.