

## MGT 522 Influencing Change in Organizations

<b>Term:</b>	Fall 2020
<b>Credits:</b>	3 quarter credits
<b>Instructor:</b>	Eugene Cardi, M.S. ( <a href="mailto:cardie@ohsu.edu">cardie@ohsu.edu</a> )
<b>Course meets online:</b>	Monday September 28, 2020 - Friday December 18, 2020
<b>Face-to-Face Dates:</b>	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
- **ISBN:** 978-1-4221-8733-3
- **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.