This course will focus on advanced theoretical concepts and applications in the areas of leadership, organizational development and change management. Of particular importance will be the concepts of organizational culture and leading organizational change initiatives. Students will also explore the application of specific tools for conducting organizational development initiatives, such as process consultation, survey feedback, large-systems change, etc.


**Syllabus:** While the syllabus for the course is developed, the course will seek to address the needs of students who have an interest in a specific emphasis.

**Attendance:** Attendance will be in compliance with SHSU policy, permitting three class hours of absence. It is not my policy to provide excused absences except in the case of hospitalization or death in the immediate family. Each additional hour of absence (3/class meeting) will result in points deducted from your final grade in the course.

**Case Studies:** The case analyses will be written and will provide students the opportunity to demonstrate that they have mastered the ability to apply theory to practice in assessing and evaluating behavioral phenomena and the application of course principles in both the analysis of organizational system needs and the design of preferred solutions.

**Book Review:** Each student is to read and present a written review of one of the classic books of the OD field. Students are to research the field and propose a book to be reviewed for presentation. The first student to propose a title will be assigned that title.

**Grading Scheme:**

- 60% Case Analysis
- 20% Ropes Course Analysis
- 60% Book Review
Course Calendar

Aug.  20  Introduction to course
       Student input to course design

         27  OB Review:  Motivation, leadership, Job design, sociotechnical systems
             theory, general systems theory, quality of work life

Sept.  3   Labor Day

         10 ORIGINS & HISTORY OF OD:  NTL Chaps. 9, 1,2,3,5.
             Beckhard, “What is OD?”

         17 SELF AWARENESS:  NTL, Chap. 4, Benne & Sheets, “Functional Roles of
             Group Members”.

         25 DIAGNOSIS & CONTRACTING:  NTL Chaps. 6,7,10,11.

Oct.   1   CASE 1:  RADIAL BEARING TEAM

         9 INTERVENTION, PROBLEM-SOLVING, & EVALUATION:  NTL chaps. 12,13.

         13 ROPES COURSE, Huntsville, 8 am – 4 pm ($35 charge)

         16 CASE 2:  FOX RELOCATION SERVICES

           Culture.”

         29 CASE 3:  SNUGADAPT:  ORGANIZATIONAL CHANGE

Nov.   5   STRATEGIC ALLIANCES

         12 CASE 4:  OILFIELD METALS LP

         19 MERGERS & ACQUISITIONS

         26 MANAGING THE CHANGE PROCESS:  Consulting, ROI, Managing
             resistance to change, Leadership Development, Coaching

Dec.   5   CASE 5  To Be Determined