

SYLLABUS

Course Name: ADMG 471 Leading Change

Credits: 4 | Prerequisites: ADMG 371, ADMG 372, and Senior Standing

COURSE DESCRIPTION:

An in-depth study of organizational dynamics, as applied to organization-wide interventions, designed to improve organizational functioning and to implement change in the organization. The course will include techniques for developing and improving organizations through organizational assessment and diagnosis of culture and processes.

COURSE OBJECTIVES

Students will be able to...	Assessments
Identify and apply organizational design concepts.	Students will create a case analysis, participate in class discussions, and individual journal reflections.
Analyze an organization and its culture, and synthesize the data of the analysis by diagnosing appreciation for, and issues with, systems, sub-units, and processes.	Develop interview questions (Schein), incorporating “Appreciative Inquiry,” participate in class discussions, and individual journal reflections.
Demonstrate an ability to manage the seven phases of Organizational Development programs.	Students will perform and compose a case analysis (French & Bell), participate in class discussions, and individual journal reflections.
Customize and apply an OD change intervention (hypothetical) to a specific organization, of their choice.	Case analysis (Bolman & Deal; Kotter), using an existing organization, and an instructor approved change intervention.
During the process of the “hypothetical” interventions, students will develop the ability to recognize, identify, and select individuals with “leader talent”.	APA Paper (Argyris, Collins), using the same change intervention organization, the student will discuss, cite, and apply leader talent criteria to specific (not named) individuals in the organization.

STUDENT RESPONSIBILITIES | UNIVERSITY POLICIES

We believe in quality teaching using hands-on, applied tools that develop and enhance your competencies in the essential skills and knowledge required by leaders in the modern workforce. With this focus on management and technology in a rapidly changing and unpredictable world, comes a great responsibility.

As a student at Central Washington University, you have the responsibility to be familiar and comply with all university policies and procedures, specifically those governing student behaviors. Failure to comply with these expectations may result in university contact and action to address the behavior which could include removal from the class and/or institution.

We know you will live beyond these expectations and soon join the ITAM graduates who are making a difference in the world through leadership and technology.

STUDENT CONDUCT POLICY

Policies and expectations governing behavior for all registered CWU students. The Student Conduct Code is a part of the Washington Administrative Code (WAC).

We recommend that you review the university expectations of student conduct in the Washington Administrative Code ([WAC 106-125-020](#)).

POLICY ON ACADEMIC DISHONESTY

Academic dishonesty is defined in the CWU Student Conduct Code (II.B)

If accused of academic dishonesty, students will have an opportunity to meet with the course instructor and department chair to discuss the accusation and confirm or deny its correctness. If academic dishonesty is confirmed to the satisfaction of the instructor and department chair, the instructor and/or department chair will contact the Office of the Vice President of Student Affairs and Enrollment Management, especially the Director of the Registrar's Office and the Associate Vice President for Student Affairs.

We recommend that you review the university policy at [CWUP 5-90-040 \(25\)](#).

POLICY ON DIVERSITY

University-level education is about broadening horizons and looking at academic issues from a variety of perspectives. With this in mind, the participants in this class are encouraged to bring their own life experiences and viewpoints to bear on classroom discussions and assignments. Along with the freedom to express one's own views comes the responsibility to respect the views of others. No student will be discriminated against on the basis of race, ethnicity, age, creed, religion, gender, sexual orientation, marital status, or political ideology.

We recommend that you review the university policy on diversity [here](#) (CWU website) and at [CWUP 2-35-010](#).

POLICY ON DISABILITY SERVICES

Central Washington University is committed to creating a learning environment that meets the needs of its diverse student body. If you anticipate or experience any obstacles to learning, contact Disability Services to discuss a range of available options. Student Disability Services: www.cwu.edu/disability-support/, call 509.963.2214 or email ds@cwu.edu for more information.

CWU policy regarding Reasonable Accommodation of Persons with Disabilities can be found at [CWUP 2-35-040](#).

ETIQUETTE USING TECHNOLOGY

- Check your CWU e-mail often for important information.
- When using discussion boards, check the discussion postings frequently and respond appropriately, and on subject.
- Capitalize words only to highlight a point or for titles. Capitalizing otherwise is considered SHOUTING!
- Be professional and careful with your online interactions, including with the instructor!
- Wait 24 hours before responding to something that angers you.
- All postings should be free of language that would constitute harassment, discrimination, or be considered profane.