

**ANDREWS UNIVERSITY
LEADERSHIP PROGRAM
COURSE SYLLABUS**

Course: LEAD 756

Course Title: Advanced Studies in Organizational Development and Change

Total of credits: 03

Term: Spring, 2013

Student: Osvaldo Souza Santos Junior - AUID# 142950

Instructor: Sylvia Gonzalez, PhD

Email: sylviag@andrews.edu

I. COURSE PURPOSE and GOALS

This course is intended to develop a mindset about organization development and change. It will examine concepts and techniques of organization development (OD) and the management of organizational change (OC). Based on behavioral science knowledge and methods, OD interventions facilitate planned organizational change and renewal. The purpose and emphasis will be on understanding and application of OD, OC skills and methods of evolving needs of successful organizations.

The primary goal of this independent class is to help me improve my knowledge in how to identify and apply the processes of organizational development and change in organization to become more effective.

Upon successful completion of this course, I will be able to:

1. Understand intervention theory and method in organizational development and change;
2. Generate knowledge and skills with regard to intervention theory and method in organizational development and change;
3. Explore a growing body of knowledge concerning the ways in which organizations can better adapt to the challenges of a modern society; and,
4. Explore how organizations adapt to changes in new markets, new technology, new motivations and sentiments, and increasing need for change.

Target date for completion:

May 3, 2013.

II. ASSESSMENT OF PRIOR LEARNING

Quick Overview of my profile:

I am originally from Brazil. For the past 10 years I lived, worked and studied in the United States. A few months ago, the motivation coming from new professional opportunities and better quality of life, brought my family and I to live, study and work in Toronto, Canada. With degrees in BBA, MBA and pursuing a Ph.D. in Leadership, I am a visionary, top-performing executive offering 20 + years of multinational broad-based experience in leadership combining sales, marketing, financial, management and demanding roles leading start-up and growth organizations. Possess broad-based management skills, with strong planning, organizational, team building and decision-making and a proven history of contributing significantly to growing revenue, improving efficiency, reducing expenses, and maximizing employee productivity. Multilingual: **English** and **Portuguese** with intermediate Spanish.

Areas of Expertise

Leadership & Motivation
Business Analysis/Management
Budget Management
Sales and Marketing strategies
Goal Setting & Strategic Planning
Creative passion leading to extraordinary results
Forecasting, Reporting & Analysis

Personal Assets

A - Accountability
C - Community
H - Hard Work
I - Integrity
E - Empathy
V - Vision
E - Excellence

III. Learning Objectives

A core objective of the course is to help me to acquire, improve and develop practices into different contexts that can guide me to unexpected or new circumstances in an organization. It is built on my prior knowledge and insights from past experience, observation, education, reading, and course work which may influence my actions on organizational development and change. This objective will require me to enter this course with an open mind and a willingness to experiment with new thinking and learning.

In addition, at end of this course I should be able to:

1. Review concepts, theories and frameworks of OD and change;
2. Comprehend intervention theory and method in OD and change;
3. Reflect on numerous OD issues understanding principles and concepts of OD and change;
4. Be able to generate knowledge and skills with regard to intervention theory and method in OD and change;

5. Know the ways in which organizations can better adapt to challenges of a modern society;
6. Know how organizations adapt to changes in new markets, new technology, new motivations and sentiments, and increasing need for change;
7. Read, analyze and summarize articles on OD and change issues;
8. Be able to recognize factors relating to the need for an OD intervention;
9. Be knowledgeable about a variety of OD interventions and associated skills; and,
10. Be able to relate insights and understanding obtained in this course to organizational experiences.

Leadership Competencies:

The course broadly addresses knowledge bases in the third sector of the competencies. Here is a sampling of direct connections I see:

- 3C *Organizational behavior, development, and culture*
- 3D *Implementing change*
- 5 *Individually Chosen Option*

IV. METHODOLOGY

The instructor and I share responsibilities for optimizing this learning experience.

It is my responsibility to:

- Read assigned sections of the required text book and recommended ones; and
- Obtain articles about a particular aspect of organizational development and change that can improve knowledge basis on OD and change;

V. Textbook and Articles

Required:

Cummings, T.G. and Worley, C.G. (2005). *Organization Development and Change* (8th ed).
Mason, OH: South-Western

Highly Recommended:

Kotter, J. P. (2012). *Leading change*. Boston: Harvard Business School Press.

Recommended:

Fullan, M. (2005). *Leadership & sustainability: System thinkers in action*. Thousand Oaks, CA: Corwin Press.

Fullan, M. (2011). *Change leader: learning to do what matters most*. Jossey-Bass.

Fullan, M. (2001). *Leading in a culture of change*. San Francisco: Jossey-Bass.

Kotter, J. P., & Cohen, D. S. (2002). *The heart of change: Real-life stories of how people change their organizations*. Boston: Harvard Business School Press.

Kotter, J. P., & Rathgeber, H. (2005). *Our iceberg is melting: Changing and succeeding under any conditions*. New York, NY: St. Martin's Press.

Stober, D. (March 2008). Making it stick: coaching as a tool for organizational change. *Journal of Theory, Research and Practice 1* (1), 71-80.

Strebel, P (2006). Why do employees resist change? *Harvard Business Review*, 45-62.

VI. LEARNING STRATEGIES

The course is organized around (1) readings, (2) book review, and (3) reflection paper. The reflection paper will give the opportunity to synthesize my learning in the course into my own OD and change theory of action. All written work must be in APA style/AU format.

Student Involvement Hours:

Approximately 180 semester hours of graduate work

Feb. 10-16	4	
Feb. 17-23	5	
Feb. 24- Mar. 2	6	
Mar. 3-9	7	Syllabus
Mar. 10-16	8	
Mar. 17-23	9	
Mar. 24-30	10	
Mar. 31- Apr. 6	11	

Apr. 7-13	12
--------------	----

Apr. 14-20	13
---------------	----

Apr. 21-27	14
---------------	----

Apr. 28- May 3	15
-------------------	----
