



Bus3 161B Fall 2018 Syllabus *Organization Theory, Design & Change*

44916 (03) Mondays 6-8:45pm BBC 105

Instructor: Rolanda P. Farrington Pollard, Ph.D

Office Hours: BT664 M-R 1:45-2:45pm

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Canvas: see faculty webpage for instructions

Course Description:

Changes in the environment, combined with breakthroughs in information and communications technologies, have led to revolutionary changes in the design of organizations. Managing organization-wide structural and cultural changes leading to designs that enhance organizational effectiveness amidst such revolutionary change is the most significant challenge facing today's organizations. This course will explore the nature of these changes, the basis for their adoption, and both the management and leadership of organizational change in the 21st century, including issues of managing growth, resistance to change, intervention phases, crisis management, inter- and intra-group conflict/power. Emphasis will be placed on how to successfully design strategies that solve organizational change needs and issues by balancing innovation with predictability, decentralization with centralization. We will specifically discuss the role of leadership and effective communication. Prerequisite: Bus 100W and Bus 161A

Course Objectives: By the end of this course, students will be expected to ***Understand the mechanics of organizational change AND Apply theoretical analysis to design organizational change processes.***

- Demonstrate understanding of the significant issues, which occur in organizational change.
- Demonstrate ability to identify and articulate potential pitfalls in the design of an organization's change process, both in hindsight and in real-time.
- Articulate the need for change, as well as the process for doing so.
- Recognize and utilize a variety of organizational change interventions and techniques, including the appropriateness of each and effective timing.
- Recognize and appreciate the importance of concise and timely communication in organizational settings and demonstrate an ability to communicate effectively to all organizational constituents in all phases of organizational change.
- Recognize organizational needs and constraints, including the ability to recognize unique factors.
- Demonstrate ability to analyze an organization's current needs, using appropriate indicators and data.
- Determine a change strategy based upon organizational needs, constraints and audience.
- Evaluate and critique various change and intervention strategies and behaviors for "effectiveness".
- Demonstrate ability to make decisions using common sense logic and then defend those decisions.
- Utilize and apply individual skills and concepts learned in Bus161A, in a practical and logical manner to affect organizational change.

Assumptions: The design of this course was based on several assumptions

- Communication skills are essential in every aspect of business. This course is writing-intensive and I will grade and assess your ability to articulate your thoughts and knowledge.
- Every individual has the ability to design and implement organizational change -- we will utilize current leadership theory.
- Time restraints and unique issues are the norm in organizational change, however, managing change utilizes many common sense skills and many change demands can be anticipated.

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Effective change designers are attentive to both practical and theoretical facets of organizational situations.

Students learn best when the topic is **practical**, and the learning environment is **engaging, challenging and fun**.

Textbook ~ Required:

Jones, Gareth R., Organization Theory, Design, and Change- Text and Cases 5th or 6th ed. Upper Saddle River, NJ : Pearson Education (2007). (ANY edition 4th or newer is acceptable 0-13-140371-0)

Assignments:

Assignments are **due at the beginning of class** – *Late & email assignments will not be accepted.*

Assignment	Points possible
Chapter Pop Quizzes [9 @ 5 points each]	45 points
Team Project Design Modules [three @ 25 points each] <i>oral</i>	75 points total
Midterms [two @ 30 points each] <i>cumulative multiple choice</i> <i>midterm 1 (chapters 1-3)</i> <i>midterm 2 (chapters 4-6)</i>	60 points
Final – <i>cumulative multiple choice</i>	100
Total points available	280 points

Coursework Guidelines:

Make-up Exams and Assignments: Make-ups will be dealt with on a case-by-case basis, and will require documentation.

Pop Quizzes: Your homework will include reading every chapter in the textbook, and preparing answers to the discussion questions at the end of each chapter. Weekly pop quizzes, based on the readings for the week will consist of one discussion question of my choosing. I will collect a pop-quiz for every session's reading and expect more than a memorization of the textbook answer; *you will be graded on the clarity of your articulation and on your critical thinking skills, evidenced by your ability to analyze and evaluate theory and then to apply it.* Verbatim answers from the book will not be accepted and will invalidate ALL pop quizzes for the semester.

Team Project: This is semester-long, team research to be delivered orally by your group on scheduled Team Project nights. Your team will choose or create a company and complete the Design Module questions at the end of each chapter. Time will be allotted in class for preparation of your presentations.

Please note: these assignments are a cumulative assessment of your understanding of course theory and your ability to apply it in a practical setting; projects need to properly utilize course terms and theories and demonstrate a semester's worth of thought and preparation. *You will be graded on the effectiveness of your communication and the comprehensiveness and practicality of your analysis and strategy, in addition to the professional appearance of your presentation materials.*

Midterms and Final – Multiple Choice: All exams are cumulative.

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Reading & Activity Schedule ~ Bus 161B

Session	Corresponding Activity	Reading & Assignments
Session 1 M Aug 27	Introduction Chapter 1	Administration Sample Pop Quiz
Session 2 M Sep 10	Chapters 2 & 3	Pop Quiz
Session 3 M Sep 17	Team Projects	Design Module Presentations
Session 4 M Sep 24	Midterm 1 ~ Multiple Choice Chapters 1, 2, 3	<i>bring Scantron #882& pencils</i>
Session 5 M Oct 1	Chapters 4 & 5	Pop Quiz
Session 6 M Oct 8	Chapter 6	Pop Quiz
Session 7 M Oct 15	Chapter 7-8	Pop Quiz
Session 8 M Oct 22	Team Projects	Design Module Presentations
Session 9 M Oct 29	Midterm 2 ~ Cumulative Multiple Choice + Chapters 4, 5, 6, 7 & 8	<i>bring Scantron #882& pencils</i>
Session 10 M Nov 5	Chapter 9	Pop Quiz
Session 11 M Nov 19	Chapter 10 & Chapter 11	Pop Quiz
Session 12 M Nov 26	Chapters 12	Pop Quiz
Session 13 M Dec 3	Chapters 13 & 14	Pop Quiz
Session 14 M Dec 10	Team Projects	Design Module Presentations
T Dec 11	Dead Day	No Classes ~ Study!
Final Exam M Dec 17	<u>Please note time change for final exams!</u> 5:15-7:30pm	bring Scantron #882 & pencils

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Grading Scale

My expectations and grading standards are high so please plan your class schedule accordingly.

To succeed in my class you need to complete readings and assignments and "ATTEND" CLASS REGULARLY (which means review lecture materials and complete practice exams).

I use the textbook as a basis for discussion; the core issues and level of analysis necessary to do well on the assignments will be identified and modeled in class lectures and examples. Extra credit may be offered, but will never be enough to make up for poor effort during the semester. I do not grade on a curve.

Excellent	Above Average	Satisfactory	Below Average	Unsatisfactory
above 100% A+	89-87% B+	79-77% C+	69-67% D+	
100-95% A	86-83% B	76-73% C	66-63% D	59-0% F
94-90% A-	82-80% B-	72-70% C-	62-60% D-	

Academic Integrity Policy

"Your own commitment to learning, as evidenced by your enrollment at San José State University and the University's Academic Integrity Policy requires you to be honest in all your academic course work. Faculty are required to report all infractions to the Office of Judicial Affairs." The policy on academic integrity can be found at <http://www2.sjsu.edu/senate/S04-12.pdf>. "As appropriate to your particular class, a definition of plagiarism, such as that found on Judicial Affairs website at <http://www2.sjsu.edu/senate/plagarismpolicies.htm>." "If you would like to include in your paper any material you have submitted, or plan to submit, for another class, please note that SJSU's Academic Integrity policy S04-12 requires approval by instructors."

Accommodations for Disability

"If you need course adaptations or accommodations because of a disability, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Presidential Directive 97-03 requires that students with disabilities register with DRC to establish a record of their disability." Further information about the Disability Resource Center can be found at <http://www.drc.sjsu.edu>

College of Business Policies & Procedures

To ensure that every student, current and future, who takes courses in the **Boccardo Business Center**, has the opportunity to experience an environment that is safe, attractive, and otherwise conducive to learning, the College of Business at San José State has established the following policies http://www.cob.sjsu.edu/cob/5_STUDENT%20SERVICES/cobpolicy.htm:

Eating: Eating and drinking (except water) are prohibited in the Boccardo Business Center. Students with food will be asked to leave the building. Students who disrupt the course by eating and do not leave the building will be referred to the Judicial Affairs Officer of the University.

Cell Phones: Students will turn their cell phones off or put them on vibrate mode while in class. They will not answer their phones in class. Students whose phones disrupt the course and do not stop when requested by the instructor will be referred to the Judicial Affairs Officer of the University.

Computer Use: In the classroom, faculty allow students to use computers only for class-related activities. These include activities such as taking notes on the lecture underway, following the lecture on Web-based PowerPoint slides that the instructor has posted, and finding Web sites to which the instructor directs students at the time of the lecture. Students who use their computers for other activities or who abuse the equipment in any way, at a minimum, will be asked to leave the class and will lose participation points for the day, and, at a maximum, will be referred to the Judicial Affairs Officer of the University for disrupting the course. (Such referral can lead to suspension from the University.) Students are urged to report to their instructors computer use that they regard as inappropriate (i.e., used for activities that are not class related).

Academic Honesty: Faculty will make every reasonable effort to foster honest academic conduct in their courses. They will secure examinations and their answers so that students cannot have prior access to them and proctor examinations to prevent students from copying or exchanging information. They will be on the alert for plagiarism. Faculty will provide additional information, ideally on the green sheet, about other unacceptable procedures in class work and examinations. Students who are caught cheating will be reported to the Judicial Affairs Officer of the University, as prescribed by [Academic Senate Policy S04-12](#).

Additional Student Responsibilities: "You are responsible for understanding the policies and procedures about add/drops, academic renewal, withdrawal, etc. found at <http://www2.sjsu.edu/senate/S04-12.pdf>. Expectations about classroom behavior; see [Academic Senate Policy S90-5](#) on Student Rights and Responsibilities.

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