

Purpose and Overview

The process of successfully managing, facilitating and implementing changes in organizations is far from a straightforward endeavor. The most carefully developed plans for change can and, often do, disintegrate during implementation, disrupting not only intended outcome, but also the lives of people who work in organizations. Even after what may seem like a successful adoption of a change, new initiatives rarely get implemented as planned, nor sustained over time. Some say, "The status quo is there for good reason."

This course will focus on the process of implementing change. What is important to know about organizations (eg. their structure, function, culture, history) and what is known about the invention strategies that work in achieving and maintaining organizational improvements?

Course Objectives

- (1) To learn about organizations as institutions (public, private, not for profit) including their role in addressing social needs and promoting a more just society;
- (2) To understand about the form, function, structure, culture and environments of organizations and to conduct research on particular aspects of organizational change and program/policy implementation;
- (3) To gain an understanding of how organizational change is successfully achieved (including the dilemmas in practice and implementation) and methods of resolving conflicts that arise in the course of organizational change and implementation;
- (4) To learn about how people in the front line of organizations, as well as in the management and policy levels, work to enhance (or impede) change;
- (5) To enhance your personal capabilities and abilities to navigate change in your own life and to work effectively in or with organizations that address difficult social problems; and
- (6) To learn about the importance of implementation analysis and strategies to insure policies will be successfully implemented and organizational change is achieved.

Course Assignments

I. Reading Discussions and Log: (30%)

You are expected to keep up with the course reading assignments. To help you do this, we will have one student lead off the discussion in class based on the required reading for that week. **This activity will count for 10% of your grade.**

In addition, every four weeks, (4 times throughout the semester), you will prepare a short summary of the reading you liked the most in that time frame. This will be 1-2 pages and summarize the themes of the reading as well as the most salient learning point you acquired. **This activity will count for 20% of your grade**

2. Organizational change project (30%) : This is a group project (4-6 members) designed to facilitate your exploration of an aspect of designing organizational change that interests you. It has two parts.

You will complete a two-page write-up on the proposed project, including:

- (a) a clearly defined project
- (b) description of what you want to examine
- (c) a description of how you plan to conduct your examination, and
- (d) signatures of all group members indicating their commitment to the proposed work product.

The instructor must approve your topic before you begin your work.

Then, you will complete a final paper. All projects must integrate at least 5 of the readings from the class readings and 5 outside readings. The paper will clearly discuss the problem you have chosen, a description of the organization and tailored recommendations to achieve the change desired. You may conduct interviews and use library, web and published organizational data. The maximum length of the paper, not including references, appendices, figures or tables, is 10 pages double-spaced. I will also ask for a brief description of how your group worked together to complete this task. **The final paper assignment is worth 30% of your grade.** **This is Due on FEBURARY 22nd**

III. Policy Implementation (30%)

This is your final paper assignment. After reviewing all of the implementation readings, come up with TWO policy issues relating to social justice that are being debated at the State Legislature, in Congress or at the County Council level. (We will discuss these in class and then you can choose one for your paper) Using one of the implementation frameworks you have read about, apply the framework to the policy issue. Contact the proposer of the legislation (or his or her aid) and interview this person about what is the likelihood of the bill being implemented. Then you do an implementation analysis and consider the likelihood of

successful implementation. Make at least two suggestions in the language of the bill that will increase its chances of successful implementation.

This assignment is worth 30%

THIS PAPER IS DUE APRIL 26th

IV. Attendance (10%). Attendance in class is expected. One point will be deducted for each class you miss without a valid excuse. You must inform the instructor BEFORE any class you miss for the absence to be valid.

V. Course Text

Ian Palmer, Richard Dunford and Gib Akin. Managing Organizational Change. A Multiple Perspectives Approach. Second Edition. Boston: McGraw-Hill Irwin, 2009.

The Palmer text is also available as an inexpensive ebook option (online viewing or digital download). Student ebook price is \$67.50 and can be purchased through the ebook vendor COURSESMART.COM, www.coursesmart.com

With ebooks students can print pages, highlight text, make comments/annotations on the page, perform google-like searches throughout the ebook via word/topic.

Other reading assignments will be distributed through Laulima

VI. Weekly Outline

Week One: January 11th TOPIC: Course Introduction and Overview; Class Assignments and Expectations

January 13-15th TOPIC Introduction to the Topic of Change; Personal, Organizational and Community

READING ASSIGNMENT

Palmer, Dunford and Akin (TEXT) Chapter 1, Stories of Change

Week Two: January 18 (MLK Day) HOLIDAY

January 20-22 TOPIC Models of Managing Change

READING ASSIGNMENT

Palmer, Dunford and Akin (TEXT) Chapter 2, Images of Managing Change

Week Three: January 25-29 TOPIC: Why Organizations Change

READING ASSIGNMENT

Palmer, Dunford and Akin (TEXT) Chapter 3 Why Organizations Change

Week Four: Feb. 1-5 TOPIC What are the Types of Changes in Organizations and How to Diagnosis what is Needed

READING ASSIGNMENT

Palmer, Dunford and Akin (TEXT) Chapters 4 and 5 What Changes in Organizations and Diagnosis for Change

Week Five: Feb. 8-12 TOPIC Resistance to Change

READING ASSIGNMENT

Palmer, Dunford and Akin (TEXT) Chapter 6 Resistance to Change

Week Six: Feb 15 (President's Day) HOLIDAY

Feb 17-19 Paper Tutorials

Week Seven : Feb 22-26: **PAPER PRESENTATIONS**

Week Eight : March 1-5: The Importance of Sharing the VISION

READING ASSIGNMENT

Palmer, Dunford and Akin (TEXT) Chapter 9 Linking Vision and Change

Week Nine: March 8-12 TOPIC Communication, Communication, Communication

READING ASSIGNMENT

Palmer, Dunford and Akin (TEXT) Chapters 10 and 11, Strategies and Skills for Communicating Change

Week Ten: March 15-19 TOPIC Implementation Change Part I

READING ASSIGNMENT

Palmer, Dunford and Akin (TEXT) Chapters 7 and 8 Implementing Change, PART I

March 22-26 (Spring Break) HOLIDAY

Week Eleven: March 29, March 31st TOPIC Implementing Change, PART II

April 2 (Good Friday) HOLIDAY

READING ASSIGNMENT

Sabatier and Mazmanian. A Framework for Implementation Analysis (Handout)

Week Twelve: April 5-9 Why is Implementation So Hard to DO?

READING ASSIGNMENT

Peter deLeon. The Missing Link Revisited: Contemporary Implementation Research (Handout)

Week Thirteen: April 12-16 PAPER TUTORIALS

Week Fourteen: April 19-23 PAPER PRESENTATIONS

Week Fifteen: April 26-30 TOPIC Sustaining Change

READING ASSIGNMENT

Palmer, Dunford and Akin (TEXT) Chapter 12

Week Sixteen: May 3-5 Wrap up, Lessons Learned and Class Evaluation