

## MPPA-DL 481 Syllabus

Susan Finerty, MA

### Leadership & Organization Change

MM1 481

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**Office Hours:** By Appointment

**Course Description:** This course examines leadership practices and tools in four areas: organizational culture; managing change, organizational alignment and influence. In each of these topics, students will discuss case studies, their own experiences and practical application of the principals and tools presented. Key to the course is a reflection journal and a group research presentation.

**Text:**

Organizational Culture and Leadership, Schein, 2004

Influencer, Kerry Patterson, Joseph Greeny, David Maxfield, Ron McMillan, Al Switzer, 2007

“Harnessing the Science of Persuasion,” Robert Cialdini, Harvard Business Review, October 2001.\*

“Tactics of Influence: Three Ways to Project Influence,” Excerpt from Power, Influence & Persuasion, Harvard Business School Press, 2005.\*

“Power and Influence: Achieving Your Objectives in Organizations,” Kathleen McGinn and Elizabeth Long Lingo, Harvard Business Review, July 2007.\*

“Change the Way You Persuade,” Gary Williams and Robert Miller, Harvard Business Review, May 2002.\*

\*These can all be purchased at hbr.org

**Software:** None

**Prerequisites:** None

**Learning Goals:** The goals of this course are to:

- Define organizational culture and how culture impacts an organization’s effectiveness and ability to change;
- Explain why humans change or don’t change and how to apply these dynamics in the planning and marketing of organizational change;
- Identify ways to use organizational strategy alignment as a change management method;
- Identify your personal influence style and how best to use and expand on this for influence in your organization

**Evaluation:** Students will be graded based on their understanding of course content and their ability to apply it in real world situations. Three types of assignments are included in course (all are detailed on page 4 of this syllabus):

Final Project 45%

Personal Reflection Journals (3): 30% (10% each)

Participation: 25%

**Discussion Board Etiquette:** The purpose of Discussion Boards is to allow students to freely exchange ideas and participation is highly encouraged. It is important that we always remain respectful of one another’s viewpoints and positions and, when necessary, agree to disagree, respectfully. While active and frequent participation is encouraged, cluttering a Discussion Board with inappropriate, irrelevant, or insignificant material will not earn additional points and may result in receiving less than full credit. Although frequency is not unimportant, content of the message is paramount. Please remember to cite all sources – when relevant – in order to avoid plagiarism.

**Proctored Assessment:** There is no proctored assessment in this course

## Grading Scale:

94 – 100% A	90-93% A-	
88 – 89% B+	84 – 87% B	80- 83% B-
78 – 79 C+	74 – 77% C	70 – 73% C-
68 – 69% D+	64 – 67 D	60 – 63 D-

**Attendance:** We will meet weekly for our sync sessions. These sessions will begin with a summary of the discussion board entries for the week and then go into a brief presentation and discussion of the weekly topic. These sessions will be recorded and accessible if you have to miss the live meeting for any reason. Please set aside time on your calendar now for the synchronous sessions. ***Students that, without explanation, fail to attend two or more sync sessions will lose a full letter grade. Please notify the instructor in advance concerning any unavoidable absences.***

**Late Work:** Late work *without* 48-hour prior notice will be subject to a reduction of one grade level for every day it is late. Late work *with* 48-hour prior notice will be accepted and will receive a one grade level reduction for each day late, beginning three days post due date.

**Pre-Reads:** Students may email assignments prior to due date for instructor input. Assignments for these 'pre-reads' must be received 72 hours prior to the due date for the assignments, feedback for these pre-reads will be provided within 24 hours.

**Learning Groups: None**

**Academic Integrity at Northwestern:** Students are required to comply with University regulations regarding academic integrity. If you are in doubt about what constitutes academic dishonesty, speak with your instructor or graduate coordinator before the assignment is due and/or examine the University web site. Academic dishonesty includes, but is not limited to, cheating on an exam, obtaining an unfair advantage, and plagiarism (e.g., taking material from readings without citation or copying another student's paper). Failure to maintain academic integrity will result in a grade sanction, possibly as severe as failing and being required to retake the course, and could lead to a suspension or expulsion from the program. Further penalties may apply. For more information, visit:

[http://www.scs.northwestern.edu/student/issues/academic\\_integrity.cfm](http://www.scs.northwestern.edu/student/issues/academic_integrity.cfm)

Plagiarism is one form of academic dishonesty. Students can familiarize themselves with the definition and examples of plagiarism, by visiting the site <http://www.northwestern.edu/uacc/plagiar.html>. Myriad other sources can be found online, as well.

**Other Processes and Policies:** Please refer to your SCS student handbook at <http://www.scs.northwestern.edu/grad/information/handbook.cfm> for additional course and program processes and policies.

## Course Schedule

**Important Note:** Changes may occur to the syllabus at the instructor's discretion. When changes are made, students will be notified via an announcement in Blackboard.

### Session 1

#### **Learning Objectives:**

After this session, the student will be able to:

- Understand course goals, structure
- Understand instructor expectations and preferences
- Look at their experiences and challenges in light of organizational culture

*\*The last hour of this session will be blocked for 1:1s with the instructor. These 1:1s will be 10 minutes in length. Instructor will also be available for 1:1s on March 30 and 31. Please let the instructor know the time slot you prefer, via email.*

#### **Course Content:**

*Reading – For this session please read:*

MMI 481 Course Syllabus

NU Academic Integrity Policy:

[http://www.scs.northwestern.edu/student/issues/academic\\_integrity.cfm](http://www.scs.northwestern.edu/student/issues/academic_integrity.cfm)

#### **Discussion Board**

Each session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

#### **Assignment**

None

#### **Sync Session**

Monday, March 29, 7:00 – 9:00 pm Central

## Session 2

### **Learning Objectives:**

After this session, the student will be able to:

- Apply a framework for examining, diagnosing and discussing organizational culture

### **Course Content:**

*Reading – For this session please read*

Organizational Culture and Leadership, Edgar Schein, Chapters 1-4 (pages 1-86).

### **Discussion Board**

Each session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

### **Assignment**

None

### **Sync Session**

Monday, April 5, 7:00 – 9:00 PM, Central

## Session 3

### **Learning Objectives:**

After this session, the student will be able to:

- Explain the behaviors that shape culture
- Articulate the bottom-line impact of culture

### **Course Content:**

*Reading – For this session please read:*

Organizational Culture and Leadership, Schein, 2004, Chapters 10-14

### **Discussion Board**

Each session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

### **Assignment**

Project Proposal is due by Monday, April 12 at 11:55pm (central time). For more information, click *Assignments* on the left navigation bar in Blackboard, and scroll to this assignment's item.

### **Sync Session**

Monday, April 12 7:00 – 9:00 pm (central time)

## Session 4

### **Learning Objectives:**

After this session, the student will be able to:

- Explain the human dynamics of change and how that impacts organizational change and keys to influencing change in organizations

### **Course Content:**

*Reading – For this session please read:*

After this session, the student will be able to:

- Explain the human dynamics of change and how that impacts organizational change and keys to influencing change in organizations

### **Discussion Board**

Each session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

### **Assignment**

Personal Reflection Journal #1 (on our Culture Module) is due by Monday, April 19 at 11:55pm (central time). For more information, click *Assignments* on the left navigation bar in Blackboard, and scroll to this assignment's item.

### **Sync Session**

Monday, April 19, 7:00 – 9:00 (central time)

## Session 5

### **Learning Objectives:**

After this session, the student will be able to:

- Apply techniques and tools for implementing organizational change

### **Course Content:**

*Reading – For this session please read*

Influencer: The Power to Change Anything, Patterson, Grenny, Maxfield, McMillan and Switzler, 2008 (Chapters 8 - 10, pgs. 193 – 253)

### **Discussion Board**

Each session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

### **Assignment**

None

## Sync Session

Monday, April 26, 7:00 - 9:00 (central time)

## Session 6

### Learning Objectives:

After this session, the student will be able to:

- Define strategic alignment and strategy execution
- Discuss and be able to apply different methods/tools

### Course Content:

*Reading – TBD*

### Discussion Board

Each session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

### Assignment

None

## Sync Session

Monday, May 3, 7:00 – 9:00 (central time)

## Session 7

### **Learning Objectives:**

After this session, the student will be able to:

- Explain personal preferences and style in regard to influence
- Apply different influence methods

### **Course Content:**

*Reading – For this session please read:*

“Harnessing the Science of Persuasion,” Robert Cialdini, Harvard Business Review, October 2001.\*

“Tactics of Influence: Three Ways to Project Influence,” Excerpt from Power, Influence & Persuasion, Harvard Business School Press, 2005.\*

“Power and Influence: Achieving Your Objectives in Organizations,” Kathleen McGinn and Elizabeth Long Lingo, Harvard Business Review, July 2007.\*

“Change the Way You Persuade,” Gary Williams and Robert Miller, Harvard Business Review, May 2002.\*

\*These can all be purchased at hbr.org

### **Discussion Board**

Each session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

### **Assignment**

Change and Alignment Personal Reflection Journal is due by Monday, May 10 at 11:55pm (central time). For more information, click *Assignments* on the left navigation bar in Blackboard, and scroll to this assignment's item.

### **Sync Session**

Monday, May 10 7:00 – 9:00 (central time)



## Session 8

### **Learning Objectives:**

After this session, the student will be able to:

- Explain and apply select techniques and tools for implementing and sustaining organizational change

### **Course Content:**

*Reading – None*

### **Discussion Board**

Each session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

### **Assignment**

'Influence' Personal Reflection Journal is due by Monday, May 17 at 11:55pm (central time). For more information, click *Assignments* on the left navigation bar in Blackboard, and scroll to this assignment's item.

### **Sync Session**

Monday, May 17 7:00 – 9:00 (central time)

## Session 9

### **Learning Objectives:**

After this session, the student will be able to:

- Apply best practices and lessons learned from the organizations studies by fellow students

### **Course Content:**

*Reading – None*

### **Discussion Board**

Each session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

### **Assignment**

Project Walk-Through Slides are due by Monday, May 24 at 8:00 am (central time), IF you are presenting during this week's sync session. For more information, click *Assignments* on the left navigation bar in Blackboard, and scroll to this assignment's item.

### **Sync Session**

Monday, May 24, 7:00 – 9:00 (central time)

## Session 10

### **Learning Objectives:**

After this session, the student will be able to:

- Apply best practices and lessons learned from the organizations studies by fellow students

### **Course Content:**

*Reading – None*

### **Discussion Board**

Each session you are required to participate in all Discussion Board forums. Your participation in both posting and responding to other students' comments is graded. For this week's discussion topic(s), visit the Discussion Board in Blackboard.

### **Assignment**

Project Walk-Through Slides are due by Monday, June 7 at 8:00 am (*central time*), IF you are presenting during this week's sync session. For more information, click *Assignments* on the left navigation bar in Blackboard, and scroll to this assignment's item.

### **Sync Session**

Monday, June 7, 7:00 – 9:00 (central time)