

## Developing Dynamic and Productive Organizations

Spring 2012    Wednesdays : 6:45-8:30 PM

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Syllabus updated Jan 2012

### AD 73501 Developing Dynamic and Productive Organizations

Dynamic organizational cultures spark innovative and productivity. This course explores the personal, interpersonal, group and systemic behaviors which weave together to form the culture of an organization. A look at individual strengths and differences, value sets and varied cultural approaches that determine how a collection of people meld into a systemic culture. Class focuses on each aspect of the culture and how it impacts productivity; the ways in which culture facilitates problems or success; and how change is managed within different settings. We will examine innovative models, hierarchical and collaborative power bases, virtual and physical settings and global interfaces.

**Assignments: Please be sure to check BLACKBOARD each week for assignments for the class. <https://www.cms.bc.edu> and use your BC username and password.** Bring a copy of talking points for the readings (3 -5points per reading) to class, no late submissions.

#### Required texts:

1. **You Gotta Have Wa,** Robert Whiting Vantage books, 2009 pb **due 3/14**
2. **The Toyota Culture,** J Liker, MrGraw Hill, 2008 **due 2/8**
3. **Action Inquiry,** B Torbet at al, Berrett Koehler Pub San Francisco, 2004 pb-assigned chapters throughout semester-assigned chs/wk-talking points due in class night assigned for NO LATE SUBMISSIONS
4. **Flow ,** Mihaly Csikszentmihalyi, Harper Pub, 1990 **due 4/11**

#### Process and products of class:

1. Each evening of class please bring a “talking points” sheet that identifies major talking points from reading assigned for that evening. Three-five points per reading which are your observations and questions reading generated. This is worth 10% of your grade and due the evening of class in class, late submissions receive less credit but must be submitted to complete class.
2. Prior to each class 1-3 members of class (depending on size of group) will volunteer or be assigned to be responsible for leading a 20 minute class discussion on the readings for the evening 5% of grade.
3. There are 3 papers on the texts for this class. Each paper 2-3 pages in length and should give a very brief synopsis of the book, your reactions to it, and 2-3 questions it raised for you on your business environment. Each paper is worth 10% and is due on a specific date; ½ credit for later submissions.
4. Each class member will be on a group project to present a 20 minute presentation comparing at least 2 cultures that team members are currently working in. Presentations will receive both an individual and group grade. 10% of your grade.

5. **Human Resources Interview- 10% of grade**
6. **There is an internet assignment for each class researching sites which contribute to the topic assigned for the evening, i.e. mental health and the work environment. At time of class, put in your folders, copies of relevant internet research. 10% of grade.**
7. **Human Resource Interview 5% of grade**
8. **Midterm and final-both open book exams. 10%**

### **Jan 18 Introduction and Overview**

What constitutes the “culture” of an organization? Role of individual, interpersonal, group and systemic influences in weaving a culture. Video clips from The Corporation Process and products of class: talking points, reports, internet assignments, exams.

**Assignment for next week:** 1. Article “Transformation of Leadership” on Blackboard talking points 3-5. 2. **Bring in 3 items** from home or office which symbolize who you are and what your skills are-keep them in a bag and do not share with other class members

**Jan 25 Who We Are in the Culture:** Metaphors-Paradigms-Memes Learning styles and how these impact our ability to utilize information.

Spiral Dynamics

**Assignments for next week:** 1. Action Inquiry CHS 1-3 talking points 3-5 per chapter 2. Internet research: **Emotional Intelligence** -what is it?

**Feb 1 Perspective, Language and Change:** ½ empty, ½ full—appreciative inquiry – brain structure and how it impacts creativity, productivity . Emotional Intelligence Video Daniel Goleman

**Assignments for next week:** 1. Action Inquiry CHS 4-5 talking points 3-5 per chapter. 2. Internet research: **Mental health issues at work** 3. **Toyota paper due next week.**

**Feb 8 Culture as a System:** Understanding the component parts of a system . **Toyota paper due tonight**

**Assignments next week:** 1. Action Inquiry Chs 6&7-talking points 3-5 per chapter. 2. Internet research: **Domestic Violence and implications for work**

**Feb 15 Overview Substance abuse, mental health and domestic violence. Develop presentation groups**

**Assignment for next week. 1. Article on Diversity on Blackboard 3-5 points per paper on Blackboard 2. Internet research: Immigration 2. Action Inquiry Chs 9-11 talking points**

**Feb 22 Cultural Diversity in Organizations**

The various dimensions of cultures within organization culture.

Internet research: Development of Outline for Human Resource Project.

**Assignments for next week: 1. Articles on Blackboard 3-5 talking points per article. 2. Internet research: Sustainability in work setting**

**Feb 29 Greening of Business**

Internet research: Sustainability, global cooperation. **Expectations for midterm.**

**Assignments for next week: Midterm March 14 and Flow Paper due**

**March 7 Spring Break**

**March 14 Midterm Open Book. Flow Paper due tonight**

**March 21 Final preparations for Presentations and/or Presentations depending upon class size. Internet research: Adult learning models. Assignments for next week:**

**March 28 Presentations 1 and 2**

**April 4 No Class**

**April 11 Presentations 3 and 4 WA paper due tonight**

**April 18 Out of Class Assignment: Make an appointment with the Director of Human Resources and interview that person following outline developed in class. Assignment due next week**

**April 25 Presentations 5 and 6 ; Hand in Human Resource Interview**

## **May 2 Final - Open book/Take Home Complete Action Inquiry for Final**

### **Facilitating Class Discussion**

One class member will facilitate a 20 minute discussion of the assigned reading for each week by:

- 1) posing a question or questions which captures an important aspect of the assigned reading;
- 2) drawing out discussion, managing discussion and identifying important aspects of the discussion;
- 3) managing and facilitating discussion to cover agenda items.

### **Papers:**

1. Liker's The Toyota Culture, 2-3 page response due. Brief summary, application to your work, general critique (pluses and minus) of ideas author presented. **Due 2/8**
2. Flow, 2-3 page response due. Brief summary and application to your functioning in your work setting. **Due 3/14**
3. Whiting's Gotta Have Wa, 2-3 page Brief summary and critique a) impact of culture on baseball in Japan and b) impact on individual players. Similarities and differences between American and Japanese baseball cultures. c) what insight does this give you on business cultures in US? **Due 4/11**
4. Interview with Human Resource Personnel—interview questions will be discussed in class-report on interview due **4/25**
5. **Class Presentation:** In groups of 3-4, you and your colleagues will compare and contrast the cultures presented in at least 2 of your settings and prepare a 30 minute presentation for the class. Included in this presentation are:
  - a. characteristics of “culture” of your organization
  - b. impact of culture on your organization as a learning organization
  - c. impact of culture on knowledge development and utilization
  - d. impact of culture on productivity
  - e. ways in which culture is determined by or curtails individual leadership
  - f. issues we discussed in class (dv, aod, mental health, global warming, health, immigration) and how these are handled in organization.