

New College
P-COMM 3312 – Section 70
Innovation, Communication, and Organizational Change

**This syllabus is representative of the syllabi for this course.
Contents may vary from semester to semester.**

P-COMM 3312 meets Monday evenings, 6:50 until 9:40 on campus in the Main Building, room 106 on 03/28, 04/04, 04/11, 04/18, 04/25, and 05/02

Instructor: Dr. David C. Trott

Office Hours: Monday afternoons from 4:00 – 5:30 at St. Edward’s University, Holy Cross Hall, Rm 322. Other times by appointment.

Telephone: On-campus at (512) 448-8736. In case of an emergency, students may contact the instructor at (512) 288-3095.

E-Mail: Electronic messages can be sent to – davidt@admin.stedwards.edu

Required Textbook: Bridges, William. *Managing Transitions*. Reading, MA: Addison-Wesley Publishing Company, Inc., 1991.

Course Description

This course will present an analysis of the management of innovation and change in organizations, including technical, economic, and social dynamics and the importance of communication skills for the leader as change agent.

Objectives. Students completing this course will:

- ✓ Identify and confidently discuss major trends and issues related to innovation and change in contemporary organizations
- ✓ Identify strategies for managing innovation and change as managed in a learning organization
- ✓ Identify the psychological factors influencing change adoption
- ✓ Demonstrate an understanding of concepts related to change management and leadership
- ✓ Analyze and make recommendations about communication strategies related to managing innovation and change in organizations
- ✓ Assess their own competency as communicators and leaders of change
- ✓ Apply critical thinking to the ethical issues surrounding organizational innovation, change, and related organizational communication
- ✓ Develop problem-solving skills related to specific change management scenarios.
- ✓ Design an action plan for managing change in a specific organizational setting.

Attendance Policy

Regular, timely attendance is expected of all students. Students should confer with the instructor about extenuating circumstances, but more than one absence will result in withdrawal from the course or a failing grade. Depending on the timing within the semester, the withdrawal may appear on the transcript as "W" (withdrawal) or "WA" (withdrawal due to absences and instructor originated). The student shouldn't assume that the instructor would automatically submit a withdrawal notice. The student is responsible for making certain that the formal withdrawal process has been completed through a New College Academic Advisor. If institutional withdrawal deadlines have passed, an "F" will be assigned and will be computed into the Grade Point Average (GPA).

Special Circumstances

If you have a medical, psychiatric or learning disability and require accommodations in this class, please let me know early in the semester or as soon as you are eligible. You will first need to provide documentation of your disability to the Student Disability Services Office located in Moody Hall 155 in Academic Planning and Support.

Academic Integrity

Students are expected to maintain high standards of academic integrity in all work for this course. Dishonesty in any work may result in a grade of F for the course. Plagiarism is a form of academic dishonesty that may result in the same penalty. In cases of mitigating circumstances, the instructor may assign a lesser penalty. Once a grade of F has been assigned on the basis of academic dishonesty, the student may not withdraw from the course.

Policy on Incompletes

The grade of I (Incomplete) is given at the sole discretion of the instructor and in recognition of the fact that an *exceptional circumstance* has prevented a student, who has completed the major part of the work in the course, from completing all the work in that course. Exceptional circumstances do not include situations that can be considered a normal part of living such as adjusting to work schedules, compensating for transportation difficulties, etc.

Computer Competencies

Students who entered SEU Fall '99 or later, need to demonstrate computer competencies in 6 areas as a requirement for graduation. On-line tutorials and short workshops will prepare you for the on-line tests you need to take. St. Ed's has been a leader in establishing these competencies, which were part of our last accreditation plan and designed to help you learn the skills you need for your courses and for the workplace. See http://www.stedwards.edu/it_dept/competency/ or look for Computer Competencies on the SEU website site map.

Assignments for the Course:

- 30% Three (3) Article Reviews
- 20% Original Artwork Assignment (See Addendum: *Artwork as Metaphors for Meaning*)
- 30% Two (2) Organizational Analyses
- 10% One (1) PowerPoint presentation of one Org. Analysis (limited to 5 - 7 minutes)
- 10% Attendance/Participation

Grading for the Course:

The purpose of a grade is to represent the degree to which a student has mastered course content and demonstrated an ability to work intelligently and creatively with the material.

A = 90 - 100 points (represents excellent achievement)

B = 80 - 89 points (represents good achievement)

C = 70 - 79 points (represents acceptable achievement)

D = 60 - 69 points (represents poor achievement)

F = less than 60 points (represents that a student failed to demonstrate sufficient mastery of the material to receive course credit)

Guidelines for written assignments:

- a. Your full name, course title (i.e. Innovation, Communication and Change: Article Review/Summary #1), and the exact date should appear on the cover or first page.
- b. Assignments should be typed; follow instructor preferences for spacing requirements.
- c. Due-dates will be given by the instructor for each assignment.

Organizational Analyses:

You will be responsible for analyzing your company and writing a 2-4 page typed essay discussing one or two topics related to innovation, communication, and/or organizational change (PLEASE concentrate on one or two topics instead of superficially mentioning many). A full two-page paper is sufficient for "C" consideration, three pages sufficient for "B" consideration, and four pages sufficient for an "A" consideration. The essay should be balanced and include (1) an explanation of a relevant concept, theory, and/or model and cited appropriately - and - (2) an illustration of how the concept, theory, and/or model is observable in your company. The goals are for you to see how a particular concept, theory, and/or model can be applied to an actual organization and to allow you to understand your company from the additional perspective of a researcher/worker with the capacity for "perspective agility". See the student example and follow instructor's directions.

For example, regarding change, you might examine your company's strategies from the perspectives of Lewin's Force Field Analysis - and/or - examine your company from the

perspective of Peter Senge's work with Mental Models. To do this, you would start by explaining the model/theories - and - then you would discuss how they relate to your company – remember to present a balance of theory/example. Then you would critique your company based on what it achieves (or fails to achieve) or maximizes vis-a-vis the two theories.

The instructor will give the due-dates for the assignment. If papers are turned in early, then students will have an opportunity to make revisions. All originals and revisions must be kept by the students and turned in on the final class meeting date. At that time, all essays (originals and revisions) will be put together in a manila file folder provided by the instructor and submitted for final grading.

Article Review/Summary:

The first article review is due at the 2nd class meeting. You are asked to select/find a scholarly article that relates any concept, theory, and/or model related to innovation, communication, and/or organizational change. The article must come from a scholarly journal. You are to write a short summary of the article (like the summary you wrote in Critical Inquiry) - and - briefly explain how it relates to a specific concept, theory or model relates to the course. Attach the article to the summary. The Article Review must be 2 pages in length; lengthier reviews will not be accepted. A “Process Qualifier”, an outline of your finished article review, will apply; Article Reviews/Summaries without Process Qualifiers will be subject to a 10% deduction.

Artwork as a Metaphor for Meaning:

Students will create and interpret an original work of art (visual, musical, or poetry) that symbolizes an important innovation, communication, and/or organizational change concept, theory, and/or model.

Based on the methodology of Dr. Joel A. Ryman from The University of North Carolina at Wilmington, this “art project requires students to engage in a mode of information processing [metaphorical thinking] not typically required by traditional coursework.”

Excerpted from:

DISCIPLINED IMAGINATION: ART AND ANALOGICAL REASONING IN THE MANAGEMENT CLASSROOM

Joel A. Ryman
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“The challenge facing modern managers is to become accomplished in the art of using metaphor to find new ways of seeing, understanding and shaping their decisions” (Morgan, 1986)

Maturation, globalization, as well as rapid, dramatic changes in technology have created increasingly turbulent environments. Organizations have often become large, complex, and difficult to manage. Surviving in this environment requires effective strategic management. Effective strategic management requires effective strategic thinking.

An important question to ask may be: Are business schools teaching students to become effective strategic thinkers? To be effective, strategic thinking must match in complexity and sophistication the complexity of the realities around us. Morgan (1986) argues that thinking must be critical and must enable us to understand the multiple relevant perspectives, grasp the multiple meanings of situations and allow us to manage the contradiction and paradox. Effective strategic thinking actively seeks various perspectives. By seeking a number of different perspectives, we are freed from “favored ways of thinking” and are then able to unleash our power and creativity (Morgan, 1986).

Metaphorical Thinking: Using Art to Depict Concepts

Description: Create a piece of art that you believe provides a depiction or representation of innovation, communication, and/or organizational change concepts, theories, processes, and/or applications. For the purposes of this assignment, art is defined as a symbolic representation of your ideas, emotions, or thought that are intended to convey a similar meaning to another person.

Purpose of the Assignment: Creativity is a very important quality of organizational leadership. The goal of this exercise is to encourage you to think creatively and metaphorically about the special challenges that greet you everyday at work.

Assignment Guidelines:

Art Categories: your art work can be from one of the following categories:

- Visual – This category includes painting, sketches and sculpture. This type of artwork should utilize symbolic representation of the intended concept – use of existing models and/or words are not allowed.
- Music – If this category is selected, the artist must write and perform (on tape/CD is fine) an original musical score.
- Performance Art/Dance – The artist must write/choreograph and perform (video is fine) an original performance.

Innovation, Communication, and/or Organizational Change Content: Your artwork must pertain to one or more of any concept and/or theory presented in the course (lecture and/or textbooks).

Evaluation:

Your project will be evaluated on four factors.

- Does the artwork convey an innovation, communication, and/or organizational change concept? The key to success here will be how persuasive you can be in your written summary/explanation of what the art is intended to represent.
- Depth of thought - Stronger projects will demonstrate unique insights or meaningful conceptualization of important innovation, communication, and/or organizational change concepts.
- Effort and/or creativity
- Explain in your written work exactly how and why your artwork represents your intended innovation, communication, and/or organizational change concept. (2 - 3 paragraphs in length).