**PURDUE UNIVERSITY**

**REQUEST FOR ADDITION, EXPIRATION, OR REVISION OF A GRADUATE COURSE**

**(500-600 LEVEL)**

**DEPARTMENT**: Organizational Leadership and Supervision  
**EFFECTIVE SESSION**: Fall 2007

**INSTRUCTIONS**: Please check the items below which describe the purpose of this request.

1. New course with supporting documents (complete proposal form)
2. Add existing course offered at another campus
3. Expiration of a course
4. Change in course number
5. Change in course title
6. Change in course credit/type
7. Change in course attributes
8. Change in instructional hours
9. Change in course description
10. Change in course requisites
11. Change in semesters offered
12. Transfer from one department to another

**PROPOSED:**

- Subject Abbreviation: OLS
- Course Number: 582
- Long Title: Leadership and Organizational Change
- Short Title: Leadership and Organizational Change

**EXISTING:**

- Subject Abbreviation: OLS
- Course Number: 582

**TERMS OFFERED**

- Check All That Apply:
  - Summer
  - Fall
  - Spring

**CAMPUS(ES) INVOLVED**

- [ ] Calumet
- [ ] N. Central
- [ ] Cont Ed
- [ ] Tech Statewide
- [x] Ft. Wayne
- [ ] W. Lafayette
- [x] Indianapolis

**ABBREVIATED TITLE**

Abbreviated title will be entered by the Office of the Registrar if omitted. (22 CHARACTERS ONLY)

**CREDIT TYPE**

1. Fixed Credit: 3 Cr. Hrs.
2. Variable Credit Range: Minimum 3 Cr. Hrs. (Check One)
   - [ ] 3 or [x] 4
3. Equivalent Credit: Yes [x] No
4. Thesis Credit: Yes [x] No

**COURSE ATTRIBUTES**

- Check All That Apply
- 1. Pass/Not Pass Only
- 2. Satisfactory/Unsatisfactory Only
- 3. Repeatable
- 4. Credit by Examination
- 5. Designator Required
- 6. Special Fees
- 7. Registration Approval Type
- 8. Variable Title
- 9. Remedial
- 10. Honors
- 11. Full Time Privilege
- 12. Off Campus Experience

**CLASSIFICATION**

- Instructional Type
  - Lecture
  - Recitation
  - Presentation
  - Laboratory
  - Lab Prep
  - Studio
  - Distance
  - Clinic
  - Experiential
  - Research
  - Ind. Study
  - Pract/Observ

- Minutes Per Mtg
  - 150

- Meetings Per Week
  - 1

- Weeks Offered
  - 15

- % of Credit Allocated
  - 100

- Delivery Method (Asyn. Or Syn.)
  - Live

- Delivery Medium (Audio, Internet, Live, Text-Based, Video)
  - Cross-Listed Courses

**COURSE DESCRIPTION** (INCLUDE REQUISITES):

Explores issues in leadership and organizational change. Included are change theories, utilizing resistance to change, contemporary approaches to change, the future workplace, and researching best practices in organizational change.

**SIGNATURES**

- Calumet Department Head: ____________________________ Date: ____________________________
- Calumet School Dean: ____________________________ Date: ____________________________
- Calumet Undergrad Curriculum Committee: ____________________________ Date: ____________________________
- Fort Wayne Department Head: ____________________________ Date: ____________________________
- Fort Wayne School Dean: ____________________________ Date: ____________________________
- Undergrad Curriculum Committee: ____________________________ Date: ____________________________
- Indianapolis Department Head: ____________________________ Date: ____________________________
- Indianapolis School Dean: ____________________________ Date: ____________________________
- Date Approved by Graduate Council: ____________________________ Date: ____________________________
- North Central Department Head: ____________________________ Date: ____________________________
- North Central Chancellor: ____________________________ Date: ____________________________
- Graduate Council Secretary: ____________________________ Date: ____________________________
- West Lafayette Department Head: ____________________________ Date: ____________________________
- West Lafayette College/School Dean: ____________________________ Date: ____________________________
- West Lafayette Registrar: ____________________________ Date: ____________________________

**OFFICE OF THE REGISTRAR**
New Course Request

Indiana University

Indianapolis Campus

Check Appropriate Boxes: Undergraduate credit □ Graduate credit □ Professional credit □

1. School/Division: School of Engineering and Technology. Academic Subject Code: OLS

2. Course Number: 582 (must be cleared with University Enrollment Services)

3. Course Title: Leadership and Organizational Change

   Recommended Abbreviation (Optional): (Limited to 32 Characters including spaces)

4. First time this course is to be offered (Semester/Year): Spring 2008

5. Credit Hours: Fixed at _______ or Variable from _______ to _______:

6. Is this course to be graded S-F (only)? Yes ___ No X

7. Is variable title approval being requested? Yes ___ No X

8. Course description (not to exceed 50 words for Bulletin publication): Explores issues in leadership and organizational change. Included are change theories, utilizing resistance to change, contemporary approaches to change, the future workplace, and researching best practices in organizational change.

9. Lecture Contact Hours: Fixed at _______ or Variable from _______ to _______:

10. Non-Lecture Contact Hours: Fixed at _______ or Variable from _______ to _______:

11. Estimated enrollment: _______ of which _______ percent are expected to be graduate students.

12. Frequency of scheduling: one term/year. Will this course be required for majors? Yes ___ No X

13. Justification for new course: Already offered at Purdue W. Laf.-Part of new M.S. in Technology

14. Are the necessary reading materials currently available in the appropriate library? Yes ___ No X

15. Please append a complete outline of the proposed course, and indicate instructor (if known), textbooks, and other materials.

16. If this course overlaps with existing courses, please explain with which courses it overlaps and whether this overlap is necessary, desirable, or unimportant.

17. A copy of every new course proposal must be submitted to departments, schools, or divisions in which there may be overlap of the new course with existing courses or areas of strong concern, with instructions that they send comments directly to the originating Curriculum Committee. Please append a list of departments, schools, or divisions thus consulted.

Submitted by: ____________________________ Date: MAY 1, 2007

Department Chairman/Division Director

Dean of Graduate School (when required)

Approved by: ____________________________ Date: 5/9/07

Dean

Chancellor/Vice-President

University Enrollment Services

After School/Division approval, forward the last copy (without attachments) to University Enrollment Services for initial processing, and the remaining four copies and attachments to the Campus Chancellor or Vice-President.

UPS 724 University Enrollment Services Final—White; Chancellor/Vice-President—Blue; School/Division—Yellow; Department/Division—Pink; University Enrollment Services Advance—White
Course List >> West Lafayette >> Traditional Programs >> OLS - Organizational Leadership And Supervision

Search Summary: 0 retired courses, 1 current course, and 0 courses to be activated in the future.
Effective dates of retired items appear in *italicized red*; effective dates of current items appear in black; effective dates of future items appear in *bolded green*.

Show Retired | Hide Current | Hide Future

OLS 582 - Leadership And Organizational Change

Information 01/10/2005 - Forward
Effective:
Credits: 3.00
Typical Instructional Format: Lecture that meets once per week for 150 minutes per meeting for 16 weeks.

Usually Offered: Fall, Spring
Short Title: Leadership Org Change

Description: Explores issues in leadership and organizational change. Included are change theories, utilizing resistance to change, contemporary approaches to change, the future workplace, and researching best practices in organizational change.

School: College Of Technology
Department: Organizational Leadership & Supervision
Credit By Exam: Credit by examination is not available for this course.
Pre/Corequisites: Masters Student Standing or higher. Authorized equivalent courses or consent of instructor may be used in satisfying course pre- and co-requisites.
I. HEADER:

Course Number: OLS 582  
Title: Leadership and Organizational Change  
Instructor: Charles Feldhaus, Ed.D.  
Office: ET 309f  
Phone: 278-1863  
Email: cfeldhau@iupui.edu

Prerequisites: Graduate status in the School of Technology

II. COURSE DESCRIPTION AND RATIONALE:

Description

Change is the name of the game today and organizations that can not deal with change effectively will not be around for long (Bridges, 2003). The global market place and other competitive threats have caused organizations to reinvent their businesses in order to stay profitable in today's fast paced environment. Large numbers of American companies have found refuge in third world countries to take advantage of low wages and minimal safety standards. Elimination of high costs allows for higher profitability and better shareholder returns. Leading change initiatives is critical to survival in the global marketplace.

Short-term changes driven by bottom line results may not be the entire answer to long term survival. Many management futurists have varying opinions in relation to change as related to the present and future economy. Concepts like reinventing competition, ending management as it exists today, changing the nature of capitalism, and becoming a leader of leaders are subjects that need to be examined.

When change is the financial and ethical alternative, tomorrow's leader will need to be armed with the best change practices. These practices can be developed through consultation with a third party or can be developed internally as part of a learning organization.

The Human-side of change or the process side, from a Gestalt approach, holds promise for today's changing business world. It incorporates techniques such as brainstorming, consensus building, identification strategies, and accepting resistance as an asset.
Appreciative Inquiry is also explored as a positive dialogue intervention tool to help understand company culture as it relates to change.

**Rationale**

This is a course in the M.S.T. program currently offered at Purdue West Lafayette.

**III. EDUCATIONAL OBJECTIVES:**

Consistent with the mission of the graduate program in the school of technology this course prepares students for leadership roles in an ever-changing global marketplace. It is geared for students who want to understand the role of change management in businesses, know how to drive organizational change as a leader or consultant, and who want to explore the reasons why companies succeed or fail during the change process.

**IV. COURSE CONTENT:**

<table>
<thead>
<tr>
<th>Date</th>
<th>Class format</th>
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<tbody>
<tr>
<td></td>
<td><strong>Introductions</strong></td>
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<tr>
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<td>Who are we?</td>
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<tr>
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<td>What would you like to discuss/learn?</td>
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<tr>
<td></td>
<td><strong>Articles 1&amp;2</strong></td>
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<td></td>
<td>Kurt Lewin  Founder of modern psychology</td>
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<td></td>
<td><strong>Article 3</strong></td>
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<td>Why most change efforts fail</td>
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<td><strong>Article 4</strong></td>
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<td>Organizational development Age of Heretics</td>
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<td></td>
<td><strong>Articles 5&amp;6</strong></td>
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<td></td>
<td>Succeeding at creating change</td>
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<td></td>
<td><strong>Article 7</strong></td>
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<tr>
<td></td>
<td>3Book Reports</td>
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<td>The changing shape of work</td>
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<td><strong>Article 8</strong></td>
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<td>3Book Reports</td>
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<td>Transforming Organizations Tom Peters Film</td>
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<td><strong>Article 9</strong></td>
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<td>Change and Organizational Learning</td>
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<td></td>
<td><strong>No Class</strong></td>
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<td><strong>Spring Break</strong></td>
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<td><strong>Article 10</strong></td>
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<td></td>
<td>3Book Reports</td>
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<tr>
<td></td>
<td>How Change has changed</td>
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<tr>
<td></td>
<td><strong>Articles 11</strong></td>
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</tbody>
</table>
V. REQUIRED AND RECOMMENDED TEXTS:

a. Required Text


b. Strongly Recommended Texts


c. Suggested Supplemental Texts


d. **Books to be used in assigned book reviews**

<table>
<thead>
<tr>
<th>Book Title</th>
<th>Author of Book</th>
<th>ISBN #</th>
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</thead>
<tbody>
<tr>
<td>Leading out Loud</td>
<td>Terry Pearce</td>
<td>0787963976</td>
</tr>
<tr>
<td>The Heart of Change</td>
<td>John P. Kotter &amp; Dan S. Cohen</td>
<td>1-57851-254-9</td>
</tr>
<tr>
<td>Rethinking the Future</td>
<td>Edited by Rowan Gibson</td>
<td>1-85788-108-7</td>
</tr>
<tr>
<td>Build the Bridge As You Walk On It : A guide for leading change</td>
<td>Robert E. Quinn</td>
<td>0-7879-7112-x</td>
</tr>
<tr>
<td>Deep Change: Discovering the Leader Within</td>
<td>Robert E. Quinn</td>
<td>0-7879-0244-6</td>
</tr>
<tr>
<td>Confidence: How winning streaks &amp; losing streaks begin &amp; end</td>
<td>Rosabeth Moss Kanter</td>
<td>1-4000-5290-4</td>
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<tr>
<td>Change the World: How ordinary people can accomplish extraordinary results</td>
<td>Robert E. Quinn</td>
<td>0-7879-5193-5</td>
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<tr>
<td>Title</td>
<td>Author(s)</td>
<td>ISBN</td>
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<tr>
<td>Massive Change</td>
<td>Bruce Mau</td>
<td>0-7148-4401-2</td>
</tr>
<tr>
<td>Changing the Game</td>
<td>Eric G. Flamholtz &amp; Yvonne Randle</td>
<td>0-19-511764-6</td>
</tr>
<tr>
<td>Changing the Way We Change: Gaining control of major operational change</td>
<td>Jeanenne LaMarsh</td>
<td>0-201-63364-7</td>
</tr>
<tr>
<td>Shifting Sands: A Guidebook For Crossing the Deserts of Change</td>
<td>Steve Donahue</td>
<td>Berrett-Koehler Publishing San Francisco</td>
</tr>
<tr>
<td>The Human Side of Change</td>
<td>Timothy J. Galpin</td>
<td>0-7879-0216-0</td>
</tr>
<tr>
<td>Flawed Advice and the Management Trap</td>
<td>Chris Argyris</td>
<td>0-19-513286-6</td>
</tr>
<tr>
<td>Real Change Leaders</td>
<td>Jon R. Katzenbach &amp; The RCL Team</td>
<td>0-8129-2626-9</td>
</tr>
<tr>
<td>Unlock the Fear</td>
<td>Gail Cassy</td>
<td>0-306-45989-2</td>
</tr>
<tr>
<td>Managing In A Time of Great Change</td>
<td>Peter F. Drucker</td>
<td>0-452-27837-6</td>
</tr>
<tr>
<td>Fearless Change: Patterns for Introducing New Ideas</td>
<td>Mary Lynn Manns, Ph.D and Linda Rising, Ph.D</td>
<td>0-201-74157-1</td>
</tr>
<tr>
<td>Control Theory: A New Explanation of How We Control Out Lives</td>
<td>William Glasser, MD</td>
<td>0-06-091292-8</td>
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<tr>
<td>Global Trends 2005</td>
<td>Michael J. Mazarr</td>
<td>0-312-23500-3</td>
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<tr>
<td>The Magic of Dialogue</td>
<td>Daniel Yankelovich</td>
<td>0-684-85457-0</td>
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<tr>
<td>A Is For OX</td>
<td>Barry Sanders</td>
<td>0-679-742-85-9</td>
</tr>
<tr>
<td>The Change Monster</td>
<td>Jeanie Daniel Duck</td>
<td>0-609-80881-8</td>
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<tr>
<td>The Age of Heretics</td>
<td>Art Kleiner</td>
<td>0-385-41576-1</td>
</tr>
<tr>
<td>Leading In A Culture of Change</td>
<td>Michael Fullan</td>
<td>0-7879-5395-4</td>
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<tr>
<td>Organizing Change</td>
<td>William W. Lee and Karl J Krayer</td>
<td>0-7879-6443-3</td>
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<tr>
<td>Appreciative Inquiry: Change at the Speed of Imagination</td>
<td>Jane Magruder Watkins and Bernard Mohr</td>
<td>0-7879-5179-X</td>
</tr>
<tr>
<td>Appreciative Inquiry: Research for Change</td>
<td>Jan Reed</td>
<td>1-4129-2747-1</td>
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<tr>
<td>The Change Leader: Using A Gestalt Approach with Work Groups</td>
<td>Hank Karp</td>
<td>0-88390-469-1</td>
</tr>
</tbody>
</table>
VI. EVALUATION AND GRADING:

This course will be run as a seminar. Each week you will be given reading assignments that are to be completed by everyone. You are to write a short (one page) reaction paper to each reading, one paragraph summarizing the author’s position, and a second paragraph with your particular reaction to the author's position. You should also create a question to help stimulate discussion on the topic (Each reaction paper is worth 10 points). Some weeks will involve two reaction papers. All papers must be typed before class and turned in after the class discussion.

Two people will be responsible for presenting each reading to the rest of the class. When you are presenting, try to synthesize what the author is communicating by bringing out four or five major points in the article and then we will discuss each point in class. Everyone is expected to participate in the discussions. I will give my perspective to add to the discussion in hopes that we can all learn together. I don't expect perfection, but I do expect everyone to participate so we can all learn from each other. When you are responsible for presenting, you will not have to write a reaction paper for that class period. But you do need to type an outline and summary of your talk. (Each presentation with outline and summary is worth 50 points). The presentation should be professional with examples, props or PowerPoint as necessary.

A 10 to 15 page research paper/book review (with citations) is necessary for the final project. A book list is attached for your convenience (Table d. Books to be used in assigned book reviews). The book you choose must come from the supplied list and will need to be discussed and approved by me. Students will be required to share their book review with the entire class during the last couple of days of the semester. Dates will be supplied in class.

Student Evaluation

<table>
<thead>
<tr>
<th>Activity</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reaction papers @10 points each</td>
<td>150</td>
</tr>
<tr>
<td>Book Review</td>
<td>100</td>
</tr>
<tr>
<td>Journal Article Presentation</td>
<td>50</td>
</tr>
<tr>
<td>Class Participation</td>
<td>50</td>
</tr>
<tr>
<td>(Students must actively participate and attend all class sessions to receive full credit)</td>
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</tr>
</tbody>
</table>

A Represents the highest grade possible and indicates outstanding achievement. This grade is not automatically given to the top student performance but instead indicates student work which demonstrates complete mastery of course learning objectives or evinces a level of creativity or originality which far exceeds course
expectations. The grade indicates the student works independently and with strong initiative, seeking knowledge outside the normal framework of the course.

B Represents achievement considerably above expectations. Student performance demonstrates thorough understanding of course learning objectives and a high level of creativity or originality.

C Student performance meets designated course requirements and demonstrates understanding of the course material and attainment of the course learning objectives. This is the grade that may be expected of a student who puts forth a reasonable amount of time and effort and completes all requirements.

D This grade denotes substandard work and indicates incomplete and inadequate understanding of the course learning objectives. It indicates work which may not satisfy all requirements.

F This grade indicates serious deficiency in understanding course learning objectives and failure to complete requirements of the course.

VII. BIBLIOGRAPHY:

VIII. CHEATING AND PLAGIARISM:

Indiana University has adopted a code that applies, with only minor differences, to students on all Indiana University campuses. The code, which is available in the Office of the Dean of Students and in all school office, spells out what constitutes unacceptable behavior and the procedures to be followed when there are alleged cases of misconduct. The dean of students also has some very brief pamphlets on key areas of the code. What follows is not the code but rather abbreviated and paraphrased statements on key elements of the code: academic and personal misconduct as well as a section on what students should do if they believe that other students, faculty, or staff have violated their rights. The code also explains the procedures employed and how students may appeal decisions. For more information, consult the Code of Student Rights, Responsibilities, and Conduct as well as brochures located in the Office of the Dean of Students.

Indiana University Purdue University Indianapolis Code of Conduct

- 8 -
Cheating of any kind will be grounds for failure. You are allowed to discuss your assignments with others. However, you are expected to submit your own work for grading. You are expected to create your own assignments independent of others except when directed to work in teams. Do not cheat. The submission of false computer output is also considered to be cheating.

Cheating will not be tolerated. Cheating and/or plagiarism will be immediately punished with a grade of zero for the assignment in question, reported to the Chairman of the Department of Computer and Information Technology and a letter describing the infraction will be placed in your student file. Further disciplinary action will be pursued according to university policy as described in Part III of the Code of Student Rights, Responsibilities, and Conduct (Issued August 15, 1997).

Instructors using software to detect plagiarism are encouraged to investigate whether or not the student’s permission is needed.

**VIII. AMERICANS WITH DISABILITIES ACT:**

If you need any special accommodations due to a disability, please contact Adaptive Educational Services at (317)-274-3241. The office is located in CA 001E.
Dear Eugenia,

We do not protest any of the courses listed below. We simply wanted you to be aware that you are using a course (from West Lafayette) that has the same name as an MBA course that we offer.

I can understand why you want to use the same course that WL uses. We have the same issues between Kelley MBA programs in Indianapolis and in Bloomington. However, we wanted to make it clear that the course titles are nearly identical and we have been offering BUS-J506 on this campus for a number of years.

Our J506 is not open to other graduate students and because it is a capstone for us, we would not accept any substitute from another program. Therefore, I don’t perceive a problem with your offering the courses listed below.

Regards,
Jane

****************************
Jane L. Lambert
Executive Director, Academic Programs
Senior Lecturer in Accounting
Kelley School of Business Indianapolis
317.278.1118
jlambert@iupui.edu
http://kelley.iupui.edu

Eugenia Fernandez | Associate Professor | CIT @ IUPUI | 317-274-6794