

I. Undergraduate Courses – Course Descriptions

DYNM 201-001: Team Dynamics in Organizational Settings
Faculty: Dr. William Wilkinsky, *Organizational Dynamics*

This course is proposed to be part of the new minor on Budgeting, Finance, Leadership, and Teamwork (B-FLAT Minor), now being developed by the College of Arts and Sciences.

This class explores the formation and development processes of effective organization and work teams. We will engage in a blend of discussion, theory, and practical experiences. Topics include leadership, communications, norms, decision making, problem solving, interpersonal dynamics, phases of team development, and controlling barriers to effective teams. Students will be assigned to a core team and will work with that team throughout the semester. Each group will have as its goal developing itself into a high-performing team. Advanced graduate students from the Organizational Coaching concentration of the Organizational Dynamics Master's program will facilitate and support each team.

DYNM 202-001: Organizational Dynamics for the Modern Workplace
Faculty: Dr. Jean-Marc Choukroun, *Organizational Dynamics*

This course is proposed to be part of the new minor on Budgeting, Finance, Leadership, and Teamwork (B-FLAT Minor), now being developed by the College of Arts and Sciences.

This course discusses the essential structures and issues of leading and operating in the modern workplace. Often these structures - including management, marketing, and finance - are treated as silos in which roles and responsibilities take exclusive ownership. The strategic leader and planner, as well as participant, of any organization, whether for profit or not for profit, must develop an overall familiarity and synthesis of meaning of the areas in order to be effective. The issues of leadership will be woven into the discussions using cases. The focus is on the understanding of fundamental characteristics and operation of each area and on the integration of these areas into the strategic planning process the all organization/s must go through in order to survive, grow, develop, and prosper.

II. Graduate Courses - Course Descriptions

DYNM 501: Foundations of Organizational Dynamics
Faculty: Dr. Alan Barstow, *Organizational Dynamics*
Curriculum Code: F
Certificate Code:

This is a foundation course intended for non-MSOD students and MSOD students in their first year of study at Penn. The course serves to introduce the new student to the central themes of the program, the five tracks of study, and a cross section of the faculty. Lectures, discussions, simulations, and experiential learning are used to build an informed grounding in the philosophy, theory, and practice of Organizational Dynamics.

Undergraduates may enroll in 500-level courses **only with permission of the instructor**

DYNM 542: Theories and Models that Inform Coaching
Faculty: Ruth Orenstein, PsyD, *Organizational Dynamics*
Curriculum Code: F
Certificate Code: LM, OC

This course will examine the importance of theory in guiding the practice of coaching. Students will be introduced to a theory/model that explores a multi-disciplinary approach to coaching in an organizational setting. With this framework as a basis and a subsequent review of an array of theoretical orientations, students will select, research, apply, and present a theoretical model of their own choosing. Their models will provide the framework that informs their coaching and/or their use of coaching thought and practice in their roles at work.

Undergraduates may enroll in 500-level courses **only with permission of the instructor**

DYNM 600: Managing Diversity in the Workplace
Faculty: Dr. Elijah Anderson, *Sociology*
Curriculum Code: F
Certificate Code: LM

This seminar will focus on the social nature of race, ethnicity, and lifestyle relations in the workplace, assessing implications for the resulting organizational culture and management issues. The workplace is the intersection of many individual experiences and biases, particularly those surrounding the personal issues of race, ethnicity and lifestyle. One's capability for managing and being managed are profoundly affected by how clearly one is able to understand one's own biases as well as those of others. A main objective of the seminar will be to increase one's ability to understand and manage diversity in the workplace by investigating: (1) how distinctions manifest themselves in organizations; (2) how the same behavior can be viewed differently, depending on experience and culture; (3) the meaning of dominant and minority groups; (4) the workplace as the same or different from society in general; (5) risks of assuming that differences are being understood, when they are not; (6) the nature of stigma and its implications for the workplace.

DYNM 601: Gender and Leadership in Organizations
Faculty: Dr. Virginia Vanderslice, *Organizational Dynamics*
Curriculum Code: A
Certificate Code: PR, LM

This seminar will explore the intersection of gender and organizational behavior as it has evolved within the social and economic context of this country. We will examine the social, cultural, and structural dynamics within organizations that differentially affect women and men, as well as the gender-linked resources each brings to organizations. Topics that will be addressed include the debate over the current situation of women in the workforce; the social construction of gender; the relationship of gender and power in understanding gender dynamics in the workplace; the intersection of gender and class; gender issues in organizational leadership; policy and practice as reinforcers of gendered dynamics; the interaction of culture and organizational structure; and restructuring organizations to better meet the needs of women and men in today's culture. The course will 1) address the development of a theoretical framework for understanding gender issues in the workplace; 2) explore more specific ways in which policies and practices have differential effects on employees and managers by virtue of gender; and 3) focus on alternative conceptualizations, structures, policies, and practices that could make it possible for both men and women to be successful in the workplace and to avoid gender-based discrimination. In this last section we will specifically discuss various organizational change processes that address gender issues within organizations.

DYNM 602: Leader-Manager as Coach
Faculty: Dr. Charline S. Russo, *Organizational Dynamics*
Curriculum Code: F, A
Certificate Code: LM, OC

New work technologies, increased competition and employees' desire for more involvement in their work are changing the traditional role of the manager. Rather than directing, planning and controlling the work, managers and leaders are facilitating processes and coaching and developing their employees. Team based organizations are built on coaching as a core requirement of the team leader role.

This course explores the theory and practices of individual coaching as a leadership behavior. The focus is on helping managers develop their skills and improve their performances as coaches. We will examine the need to provide others with successful performance strategies, timely feedback on strengths and on development needs and growth opportunities in order to challenge others to reach their potential. We will explore workplace environments that foster the growth and achievements of those we lead.

DYNM 603: Administrative Decision Making and Problem Solving
Faculty: Dr. Larry M. Starr, *Organizational Dynamics*
Curriculum Code: DE
Certificate Code: PR

How do you make important decisions when confronted with organizational, social, or personal problems? Is your primary approach to use a strategic process? How many strategies do you know and use?

In this course we will review and discuss research and descriptions about how "normal" people solve problems and make administrative, ethical, and social decisions. We will evaluate situations and problems where quantitative methods can be applied in order to improve both the process and outcome of complex problems. Using readings and classroom case exercises, we will consider cognitive errors or biases, as well as personality and group dynamics forces that influence making choices. We will also consider how psychological stress, gender, and leadership apply to decision-making and problem solving in organizations.

Most research, readings, and methods of analysis and evaluation are based on assumptions, theories, modes, and research conducted by psychologists and published in psychology journals. The underlying assumptions of the psychological approach to the topic will be presented and discussed.

Participants will learn to: understand and apply normative ("ideal") strategies for decision making/problem solving; understand and use descriptive ("everyday") and prescriptive ("improved") strategies and processes for decision making/problem solving; understand the differences between individual and group decision making/problem solving; understand how conflict, leadership, and gender influence decision making/problem solving; write papers that demonstrate understanding and application of decision-making and problem solving strategies.

DYNM 604: Organizational Risk Management
Faculty: Jane Combrinck-Graham, *Organizational Dynamics*
Curriculum Code: DE, A
Certificate Code: LM

We will examine our involvement in risk management in our organizations and discuss whether our organizations manage risk as they manage opportunity. The first half of the course will focus on risk

management's decisional and managerial aspects. During the second half of the course, we will apply these concepts to case studies as preparation for your presentation on managing risk in your particular organization. This course should provide you with a framework for addressing risk in your organization and perhaps in your personal life. You also will strengthen your understanding of your appetite for risk and that of your organization under different circumstances.

DYNM 605: Assessing and Managing Project Risk
Faculty: Keith Hornbacher, *Organizational Dynamics*
Curriculum Code: DE, A
Certificate Code: P3, PR

This seminar will focus on the six stages of project risk management articulated in the best practices standard developed by the Project Management Institute. These include: (1) Risk Management Planning; (2) Risk Identification; (3) Qualitative Risk Analysis; (4) Quantitative Risk Analysis; (5) Risk Response Planning and (6) Risk Monitoring and Control. Although the management processes involved in some stages may appear easy to understand, their implementation always requires appreciation and commitment to the costs and the complexities of risk management by the leadership of the organization.

DYNM 607: Psychodynamics in Organizations
Faculty: Larry Hirschhorn, PhD, *Organizational Dynamics*
Curriculum Code:
Certificate Code:

DYNM 608: Organizational Dynamics of Working in a Global Marketplace
Faculty: Dr. Adrian Tschoegl, *Wharton Management*
Curriculum Code: F
Certificate Code: LM, GL

This course examines some of the sources of confusion, conflict, misperception and error that arise when representatives of U.S. organizations interact and work in the global marketplace. The aim is to heighten awareness, help avoid personal or professional pitfalls, and to more effectively manage some of the organizational and business challenges that arise when operating across dissimilar environments. We will focus on areas including: ethics, culture, language, ethnicity, religion, gender, the political and legal systems, labor, corruption, and corporate organization. Each class session will begin with a short, interactive introductory lecture, followed by discussion around assigned readings and mini-cases.

DYNM 609: Organizational Effects of Religion in the Workplace
Faculty: Stephen Dunning, PhD, *Religious Studies*
Curriculum Code: F, A
Certificate Code: LM

This seminar concerns three emerging and significant organizational challenges. First, how should organizations adapt to the new religious diversity? Should firms attempt to have a "religion-free" workplace? Should they embrace some form of religion or spirituality and put it in the service of the organizational mission? Is it practical to try to enforce values or policies that respect the religious practices of employees without favoring any one of them? A second challenge faces leaders at every organizational level: how can

faith and religious practice influence leadership performance and effectiveness? Finally, how do these challenges reflect broader historical patterns in American society and history? We will explore these complex questions, discuss reasonable solutions, and consider appropriate implementation strategies for the modern organization.

DYNM 610: Knowing Yourself: The Coach as an Instrument of Change
Faculty: Dr. Rodney Napier, *Organizational Dynamics*
Curriculum Code: A
Certificate Code: PR, OC

Similar to most traditional programs where the focus is on the management of change, the course is organized in relation to: (1) A diagnostic phase in which the values, history, assumptions, and behaviors of the client will be assessed. In this case, the client will be the student/coach. (2) The applied phase in which analysis, interpretation, and formal learning will be the central focus.

The end result will be individuals with a deep and abiding understanding of their own psychodynamics and their personal impact. (4) By modeling many of the tools and strategies useful in any effective coaching effort and practicing them on themselves and their student peers, it is hoped that the experiential nature of the course will allow maximum transference to the real work of coaching.

DYNM 611: Strategic Perspectives on Coaching
Faculty: Dr. William Wilkinsky, *Organizational Dynamics*
Curriculum Code: A
Certificate Code: PR, LM, OC

This course will examine coaching in the organizational setting from the perspective of significant stakeholders in the coaching process. Coaching from the perspective of the **client** will explore the goals, issues, concerns, outcome measures that are in the domain of the clients. Why do they want coaching to take place? How can they maximize return on their time and energy investments? Coaching from the perspective of **HR within the sponsoring organization** considers HR goals and needs, and attaining "success" through coaching. Also examined are confidentiality, the responsibilities of HR (finding coaches and approving coachees), and how the investment is defined and measured. Coaching from the perspective of the **coach** addresses metrics and evaluation by the coach. Determining excellence is no simple task. The issues, problems, barriers to success, and tools of the trade will be addressed. Coaching from the perspective of the **high-impact group outside the organization** acknowledges the systems perspective that people are connected to multiple organizations and that behavior, knowledge, and/or competency are interactive and co-producing.

DYNM 612: Mastering Organizational Politics and Power
Faculty: John Eldred, *Organizational Dynamics*
Curriculum Code: A
Certificate Code: LM

The purpose of this course is to explore, enhance, and expand the participants' competence in organizational politics. Students will observe political dynamics as they occur in their own organizations and will interview senior managers in other organizations to learn how political realities vary from one organization to another. Theoretical ideas about a dimension of organizational politics of particular interest to each individual participant will be analyzed in a term paper. In addition, each participant will keep a personal diary of political dynamics in his or her own workplace. The course will also explore ways to

master the political skills of networking, negotiating, influencing, leading, and following as well as developing a political strategy.

DYNM 613: Is Bigger - Inevitable, Better or Worse in Organizations?
Faculty: Dr. Walter Licht
Curriculum Code: F
Certificate Code: LM

Is the modern large corporation alienating, inflexible, unproductive? Is the small organization or work team engaging, innovative or creative, productive? Has it always been this way in the U.S.? Is change possible? In this unique, informal, "turbo" seminar we will examine the large corporation in terms of history, governance and control, and delivery of (office) work. We will consider whether "bigness" and bureaucracy are inevitable, and how organizations of the present, and probably the future, are affected by those of the past.

This seminar has been structured to cover a good deal of ground in a short time. The seminar will meet on six Saturdays. The subject matter of the seminar is the large-scale organization. Questions to be raised include:

- Is the modern large corporation alienating, inflexible, unproductive?
- Are bigness and bureaucracy inevitable?
- Is the small organization or work team engaging, innovative, creative, productive?
- What does the historical record for the United States reveal?
- Are organizational alternatives and change possible?

DYNM 614: Comparative Analysis of Alternate Planning
Faculty: Dr. Anthony Tomazinis, *City and Regional Planning*
Curriculum Code: DE
Certificate Code: PR

This course will concentrate its attention on the relative variations in substance, form, and output that characterize the various planning approaches in the 21st century. The emphasis will be divided between the private-sector and the public-sector planning scenarios as well as among the various approaches and innovations of planning within the western democracies. The course will also include some specific reviews of business planning so that the participant may acquire more complete understanding of the field of planning, and its applications. The central idea is, of course, to carry out a comparative analysis of the planning paradigms as they are practiced in the field, or as they have been articulated in theory. In order to achieve this objective, the seminar will spend considerable time reviewing the subject matter of planning as it has evolved, the institutionalization of planning as it has been articulated, and the products of planning as they have been delivered to the pertinent client groups.

DYNM 615: Staying Competitive: The U.S., China, and You
Faculty: Dr. Nancy Bauer, *Organizational Dynamics*
Curriculum Code: F, A
Certificate Code: GL

We all now live and compete in a global economy with two very different societies and philosophies dominating the two major powers – United States and China. One of the best ways to realize how American

we are is to study China where their ability to compete is based in a totally different history and philosophy.

In what ways does the national system we live in affect who we are and what we can become? How do we as individuals and citizens live an authentic life and make the most of our careers in such a world?

DYNM 616: Globalization: World Politics, Social Order, and Economic Impacts

Faculty: Dr. Henry Teune, *Political Science*

Curriculum Code: F, A

Certificate Code: GL, PR

The purpose of this seminar is to provide analytical frameworks for understanding change in the world seen as a total system. The challenging question of our time is whether this and the next decades will be dominated by a backlash against globalization, including new forms of global war and local closure to trade and exchange, or the world, despite setbacks, will continue to develop a new political, social, and economic world order radically different from the traditional one of relations among nations. In either case, turbulence and volatility from the forces and counter-forces of globalization can be expected.

The contradictions of our era of globalization (beginning around 1975) are that at the same time globalization appears to lead to uniformities everywhere (McDonaldization) and yet old and new differences and identities intensify. Also, globalization makes it nearly impossible to explain a particular change, for example decline in voting in elections in the U.S. in American political terms, when the same phenomenon happens in all established democracies. Regions separate, Europe and NAFTA, among them, while at the same time globalization proceeds to include all markets everywhere.

Topics that will be covered, after discussions of the main issues of globalization and its consequences, include economic integration, the future of the nation-state, a New Europe, a world of regions, global democracy, doing business globally, nationalism and religious fundamentalism, the global environment, global security, and human rights in a global society.

DYNM 617: The Economics of Human and Organizational Life

Faculty: Dr. Femida Handy, *Social Policy and Practice*

Curriculum Code: F

Certificate Code: LM

The primary goal of this course is an examination of the various aspects of human behavior in the context of organizational and institutional life from an economic perspective. We begin with an examination of how micro economists view the world, discussing concepts such as: efficiency; opportunity cost/marginalism; externalities; incentives; free-riding; rent-seeking; and transaction costs. We then focus on a rational choice analysis of family, the oldest and most fundamental institution in society. We examine marriage and divorce and the consequences from an economic standpoint for individuals and society. We then examine religious organizations and religion in terms of choices individuals make given costs and benefits of their actions while "producers" of religion compete for adherents. Before concluding the course with an economic analysis of democratic government, we will look at several topics such as: human capital and investment in education; law and enforcement; bribes and gifts, economics of information; property rights and externalities; and free-riding.

DYNM 618: Applied Organizational Philosophy of Peter Drucker
Faculty: Dr. Stephen Dunning, *Religious Studies*
Curriculum Code: F, A
Certificate Code: LM

"Gurus" abound in management. Their writings and public appearances are attended to with almost reverence and with expectations of finding the "key" to all organizational problems. Peter Drucker, one of the most important and insightful thinkers about business and its place in American society for many years, has been credited with literally inventing the field of management studies. In this seminar we will study closely a selection of Drucker's most interesting works: *Concept of the Corporation* (1945), *The New Society* (1950), *The Age of Discontinuity* (1969), *Adventures of a Bystander* (1978-94), *The Ecological Vision* (1992), and *Management Challenges for the 21st Century* (1999). Our objective will be to analyze carefully his ideas and see how they pertain to the participants' organizational experience. In so doing, we will have learned about Peter Drucker, how his ideas have developed over time, and their relevance to present-day organizations.

DYNM 619: Organizational Project Management
Faculty: Jean-Marc Choukroun, *Organizational Dynamics*
Curriculum Code: F
Certificate Code: LM, P3

This course provides an overview of the concepts, procedures and fundamental processes of project management for working professionals. Participants are introduced to the principles, tools and techniques of project management within an integrative framework. The course emphasizes that, for most organizations, projects are the primary means for implementing strategic initiatives.

DYNM 620: The Coach: Applying Tools and Skills in the Field
Faculty: Dr. Rodney Napier, *Organizational Dynamics*
Curriculum Code: DE, A
Certificate Code: OC, PR

Coaching insinuates change, and most meaningful change is, at some level, therapeutic. This course will explore the dynamics of change as a therapeutic process. Whenever individuals have the nerve to "help" others, self-understanding must come front and center. As a master coach once said, "Who in the hell do we think we are *helping* others unless we are willing to take a very hard look at ourselves - our behavior, our impact, our projections and biases?" Not only must we ask hard questions of ourselves and resolve our own issues that could corrupt our effectiveness, but we also need to model the most productive behaviors possible. The questions for students of this course include:

- Are you willing to look?
- Are you willing to be fiercely honest with yourself and with your fellow students?
- Are you prepared for the responsibility that goes with mucking around in someone else's life?

What makes this particular coaching course unique is that it affords students the opportunity to experience a full range of coaching practices in a relatively short amount of time.

Coaching is not a right that goes with a degree. Rather, it is a privilege not to be taken lightly.

DYNM 621: Managing Project Portfolios
Faculty: Dr. Richard Bayney, *Organizational Dynamics*
Curriculum Code: A
Certificate Code: LM, PR, P3

The primary objective of this course is to enable participants to gain a thorough understanding of and appreciation for the discipline of Portfolio Management. Ill-defined and poorly utilized in many organizations, Portfolio Management has struggled to become inculcated within the fabric of these cultures without direct intervention and sponsorship from the highest levels of Senior Management.

Beginning with a decidedly strategic focus, the course brings together the very essence of Portfolio Management – technically robust analytics – with the softer elements of communication and decision-making to enable portfolio value maximization. The impact of risk and uncertainty to the quantification of Project, Program, and Portfolio value is addressed through classic Decision Tree Analysis while the student is introduced to the practical elements of Project prioritization and Program & Portfolio optimization.

Students will be expected to apply many of the principles taught in this course to their own organizations and to deliver class presentations that address Portfolio strategy, linkages between organizational initiatives, and Project prioritization. In preparation for final class presentations of their organizations' portfolio health, students will critique a targeted Harvard Business Review case study in Portfolio Strategy and Management.

This course complements DYNM 605 – Assessing & Managing Project Risk.

DYNM 622: Building Effective Organizations: Getting Things Done
Faculty: Dr. Alan Barstow, *Organizational Dynamics*
Curriculum Code: A
Certificate Code: PR, LM

This seminar attempts to penetrate many of the formal models of organizational planning, decision-making, and action to ask how things actually get done. Popular concepts such as participative management, teamwork, and networking are often not practiced effectively. Attempts to bring about such political change in organizations often ignore the fluid, informal structures and processes already in place. This seminar will explore structures and processes for redesigning an organization and empowering its members to work and manage effectively. This seminar is built around change projects designed and carried out by each participant over the twelve week period. Each participant will present and lead a discussion of their project during the course.

DYNM 624: Program Leadership
Faculty: Dr. Richard Heaslip, *Organizational Dynamics*
Curriculum Code: F, A
Certificate Code: P3, PR, LM

The objective of Program Leadership Skills is to provide students with an understanding of current principles and best practices in the maturing field of Program Management. Students will investigate the relationships between Program Management, Project Management and Portfolio Management as separate but co-dependent disciplines, and examine the importance of each to the successful achievement of organizational goals. Focusing on Program Management, the course will examine the unique challenges that are faced when managing organizational activities that principally pursue strategic goals, and that must be responsive to outcomes of activities being pursued and changes in strategic direction. The course will

provide a forum for discussing the various types of Programs that organizations pursue, and for understanding how Program Management best practices can be applied to each type of Program. The course will explore the need to adapt Program Management principals in a context-specific way to ensure that Programs deliver their expected organizational value. Moreover, it will examine how – despite qualitative differences between Programs – common approaches can be used to assess Program Management maturity and performance, and to define the skills required of a successful Program Leader. At the conclusion of the course, students will be expected to understand current best practices in Program Management, and to determine how to initiate or improve upon Program Management practices in their own organizations.

DYNM 626: Leading the Professional Service Organization
Faculty: John Eldred, *Organizational Dynamics*
Curriculum Code: A
Certificate Code: PR, LM

The purpose of this course is to understand appropriate leadership behaviors for professional services. Student will gain first hand exposure to prominent leaders of diverse services organizations, and will research how those leaders both develop and deploy their leadership agenda.

DYNM 627: Classics of Organizational Behavior
Faculty: Dr. Alan Barstow, *Organizational Dynamics*
Curriculum Code: F
Certificate Code: PR, LM

The purpose of this seminar is to critique the thought and practice of several "big names" in organizational behavior, while establishing the continuing relevance of their work to today's organizations. Frederick Taylor (Scientific Management), The Hawthorne Studies (Human Relations), Kurt Lewin (Group Dynamics), Eric Trist (Socio-Technical Systems) and others will be read in their primary sources, giving participants the opportunity to form their own opinions of these classic field studies.

DYNM 628: Organizational Diagnosis
Faculty: Dr. Nancy Zane, *Organizational Dynamics*
Dr. Dana Kaminstein, *Wharton*
Curriculum Code: DE, A
Certificate Code: PR

This seminar is designed to help participants learn multiple approaches to diagnosing the complex ways in which issues and/or problems manifest themselves in organizations. Frequently, when organizations find themselves in trouble -- i.e., there are rumblings in the system about such things as lack of leadership, poor communication, diminished productivity, low morale etc.-- there is a tendency to frame the problem(s) simplistically and/or locate blame in a few difficult individuals or groups. However, upon closer examination, problematic issues are often found to be symptomatic and/or symbolic of multiple issues within the organization. This course will help students understand how problems which appear at one level of the system (for example, at the personal or interpersonal level) often represent problems at other levels of the system (e.g., at the group and/or institutional level) or signify a range of inter-related issues. It will provide students with the theoretical constructs and application skills necessary for identifying and framing problem areas, collecting data, and organizing feedback to client systems. Real-time examples will inform

our discussions as we consider the relationships between diagnosis, organizational reflection, and appropriate action.

DYNM 629: Organizational Consulting: Proseminar in Organizational Development

Faculty: Dr. Larry M. Starr, *Organizational Dynamics*

Curriculum Code: A

Certificate Code: PR

This course describes and examines professional *Organization Development (OD)* competencies identified by the Academy of Management and professional *OD* societies. *OD* practitioners, theorists, and corporate officers visit class to describe - for example – establishing and managing organizational coaching programs; applying different models in large-scale organization change initiatives; managing change in virtual and global teams; and using change methodologies such as Appreciative Inquiry (a blend of positive psychology and systems thinking) to create idealized development and growth. *MSOD* or *MPhil* students interested in organization consulting and coaching should consider this course as a first step. Most research, readings and methods of analysis and evaluation are based on assumptions, theories, models and research conducted by psychologists and social scientists from the human relations tradition.

DYNM 630: Business Process Excellence

Faculty: Dr. Mathius Kirchmer, *Organizational Dynamics*

Curriculum Code: A

Certificate Code: PR

Today's business environment is constantly changing. Enterprises need to be agile in order to be successful and survive on the long term. An effective business process management helps to overcome that challenge and achieve the necessary agility and innovation.

In the 90s organizations started to move from functional to process oriented organizational structures. Goal of this measure has been to increase customer and market orientation as well as flexibility of enterprises. In the 00s more and more organizations extended their focus from intra-enterprise processes to inter-enterprise business processes. It has become crucial for organizations to achieve business processes excellence in order to keep and improve their competitive advantages. The management of business process has become a key element of enterprise management. This trend has even increased since new process execution approaches, like Service Oriented Architectures (SOA), event-driven software or "Web 2.0", have been available.

In this course framework, approaches, methods and software for achieving and maintaining business process excellence will be discussed using real live examples and case studies.

DYNM 631: Strategic Planning and the Process of Implementation

Faculty: Dr. Anthony Tomazinis, *Planning/Design*

Curriculum Code: DE

Certificate Code: LM, PR, P3

Entrepreneurship engenders the notions of innovation, organization, planning ahead, and above all, a determination to do something that has not been done before. Every successful entrepreneurial enterprise is

a realization of strategy and planning. Participants in this seminar will discuss the techniques necessary to lead an entrepreneurial venture in the public and private sectors and within large and small organizations.

DYNM 632: China and the U.S.: Competition and Collaboration
Faculty: Dr. Nancy Bauer, *Organizational Dynamics*
Curriculum Code: F
Certificate Code: GL

We live and compete in a global economy increasingly dominated not only by the United States, but also by China. With a different philosophy or set of philosophies, a different concept of "society," and different assumptions about human nature and the future, China can help us to understand how "American" we are. In this course we look at the ideals and realities of the U.S. and Chinese systems and look at how these systems have developed over time. We raise questions about how we affect each other, as well as potential areas of risk, competition, and cooperation in the Sino-U.S. relationship. Each participant will develop a comparative case study based upon one of three topics for which neither country, one might argue, has a working policy: health, environment, or trade.

DYNM 634: Process Improvement Tools and Strategies
Faculty: Dr. Martin Stankard, *Organizational Dynamics*
Curriculum Code: DE, A
Certificate Code: LM, PR, P3

Process improvement is a core capability of competitive and sustainable organizations such as Baptist Healthcare, Federal Express, Ritz Carlton, Toyota Motor Co., General Electric and Motorola for example. Ever rising customer expectations in markets with global competition, compel organizations to "adapt or die." Deming's warning that "There is no need to change; survival is not mandatory" is truer now than ever.

Organizational survival and economic success depends upon effective development and deployment of smarter and better ways of working -- processes -- in an organizational context of leadership, learning, and customer focus. This course is ideal for those who want to learn how to help organizations boost profitability and sustainability through systematic improvement of quality, throughput, timeliness, economic value, employee and customer satisfaction.

Instruction in this course is highly interactive and involves students in a variety of individual, team and class learning experiences.

DYNM 635: Organizational Essentials for Leadership
Faculty: Jean-Marc Choukroun *Organizational Dynamics*
Curriculum Code: F
Certificate Code: LM, PR, P3

Through presentations by expert speakers, case discussions, and participation in team projects, students will review and evaluate critical issues from across the frames of business, including general; human resource; marketing; information and stakeholder management; leadership; corporate culture; communications; organizational behavior; sales, marketing and public relations; finance and financial reporting; ethics and social responsibility; unions and government relations; and business law. Each of these elements will be studied in light of changing environmental conditions, including the economy; society; consumer behavior;

market trends; regulation; politics; unpredictable events such as 9/11; organizational change; history; and internationalism.

DYNM 636: 21st Century Leadership Development: Integrating Cultural Influences into Coaching Practice

Faculty: Dr. Ana Reyes, *Organizational Dynamics*

Curriculum Code: A

Certificate Code: OC, LM, PR

Coaching has been used to support high-level leadership, to develop high-potential talent, to overcome or remediate deficiencies or unproductive behaviors, and to support or manage performance during periods of change. As the use of organizational coaching has grown over the last decade, globalization of the economy has transformed organizational markets, operations, and workforces so that "culture" routinely influences interpersonal, group, and organizational interfaces. In this context, leadership requires an ability to recognize and leverage the "cultural diversity" inherent in teamwork, communication, collaboration, conflict, and change. Coaching, as a leadership development practice, must help leaders grow in their ability to recognize and leverage the national, professional, functional, and organizational cultures that influence workforce engagement, productivity, and satisfaction and innovation.

This course is intended for students with an interest in culturally complex leadership and organizational development. This course has a dual purpose. First, through reading, class discussion, and written reflection, the course will enhance student understanding of coaching models, methods, and cases informed by cross-cultural psychology, intercultural communication, anthropology, and international business disciplines. Secondly, through guided practice, students will develop their skills in coaching across cultural differences. Students will coach one another through a self-assessment, development planning process and initial movement toward their objectives using a global scorecard using Rosinski's global scorecard and coaching process as one illustrative example of this kind of coaching.

DYNM 637: Coaching and Facilitating Teams

Faculty: Dr. William Wilkinsky, *Organizational Dynamics*

Curriculum Code: A

Certificate Code: OC, PR

Highly productive teams plan well and execute against that plan. These teams have effective leadership which recognizes and fosters the development of the skills of the team's members. Tasks are accomplished in a cooperative and participative environment. Accomplishments are recognized and, as appropriate, celebrated. Failures and disappointments are explored so that the lessons learned can be used to succeed in the future.

Sadly, not all teams and work groups fit the above description. Too often goals are not met, participation is uneven, finger-pointing, CYA, and lack of motivation permeate the team.

In this course we will explore the roles and functions of the coach and facilitator of organizational teams. This highly participative course will use both theory and practice to determine how to help teams avoid limiting pitfalls and increase their opportunity to become highly productive in the accomplishment of tasks and the professional and personal development of people.

DYNM 639: Team Strategy Project
Faculty: Dr. Joel Adler, *Organizational Dynamics*
Curriculum Code: A
Certificate Code: LM, P3

This final course in the P3 concentration offers students the opportunity to synthesize the knowledge, skill, and creativity from the other courses. Class meetings are not scheduled; however, a faculty advisor will be assigned to each student and team.

Teams of students from the same industry (or individual students when the formation of a team is not practical) will integrate competencies learned to create a written plan/proposal to (1) restructure an existing activity within one of their companies **or** (2) propose a major new project activity within one of their companies **or** (3) propose a new venture within their industry.

The final product will be presented to the class with the project sponsor in attendance. The final grade will reflect an assessment of overall quality by the faculty advisor, and of the value to the organization by the sponsor.

DYNM 640: Virtual Collaboration
Faculty: Dr. Ana Maria Reyes, *Organizational Dynamics*
Curriculum Code: F, A
Certificate Code: LM, GL, PR

Virtual work is ubiquitous in the knowledge economy. Environmental complexity and rapid, unpredictable changes require that organizations become capable of continually forming fluid configurations of internal and external partners to collaborate on solving business problems. Additionally, across the globe, companies, both large and small, are increasingly conducting culturally complex work through technology channels and virtual personnel transfers, making multi-cultural organization and virtual work inextricably intertwined. In this context, electronically mediated collaboration and communication capabilities across time, distance, organization, culture and other knowledge boundaries have become necessary for the everyday work of telecommuters, virtual teams, remote managers, professional knowledge communities, and electronic marketplaces.

This course is primarily intended for students with an interest in virtual work and collaborative organizations. The purpose of this elective is to enhance student understandings of virtual forms of human collaboration and to develop student abilities to work jointly with others via electronic tools. The course design makes typical social patterns encountered in virtual organizations visible so that students can learn from participating and collectively reflecting on their course experiences.

DYNM 641: The Art and Science of Organizational Coaching
Faculty: Dr. William Wilkinsky, *Organizational Dynamics*
Curriculum Code: F
Certificate Code: PR, OC

Coaching has become a primary tool for consultants, human resources professionals and administrators interested in promoting and sustaining leadership and executive development, behavioral change, and role transition. This course explores the theory and practices associated with organizational coaching. We examine and practice the steps of the normative coaching process, the issues and boundaries that affect coaching, and pitfalls to avoid.

Throughout the course, we will contrast what the theory says and what practitioners in the field have actually experienced. Major foci include the critical nature of gathering and using data, observation tools, internal versus external coaching, informal versus formal programs, and coaching for development versus for corrective action. Participants will engage in coaching processes in the classroom and in their own organizations.

DYNM 642: Allocating Resources: Economic, Technological, and Human
Faculty: Dr. Stephen Gale, *Political Science*
Curriculum Code: F
Certificate Code: PR

Setting, monitoring, and controlling organizational plans and their implementation has become increasingly complex in modern organizations. Simple measures of bottom-line profitability by divisions, for example, often mask the processes required for intra- and inter-organizational coordination and effectiveness. Similarly, standard organization charts depict reporting responsibilities and authorities without tracing either the flow of communications or the financial impacts of change. As a means for illustrating alternative approaches to the management of organizations, selected models, methods, and examples of organizational resource allocation and control will be reviewed, discussed, and analyzed.

In addition to the seminar discussions, participants in the course will also be expected to identify, develop, and analyze a resource allocation problem associated with an organization. (Typically, the organization selected is one with which the participant is familiar or is interested in creating.) Selected examples of resource allocation strategies will be discussed during the first seminar. Each participant will be expected to prepare a paper on their problem and to make a brief presentation on the methods of analysis employed and the means for implementing the results.

The seminar will involve working both on individual projects and discussions of approaches and methods for the conceptualization and analysis of resource allocation problems. As such, the course will combine elements of a seminar and a workshop. Following the first session (which will cover introductions of the participants, a presentation of the objectives and design of the course, and a review of selected cases), each seminar will be devoted to a review of methods and discussions of the participants' cases.

DYNM 643: Overcoming Organizational Barriers to Success
Faculty: Dr. Richard M. Bayney, *Organizational Dynamics*
Curriculum Code: A
Certificate Code: PR, P3

DYNM 644: Strategic Outsourcing
Faculty: Eric Van Merkensteijn, *Organizational Dynamics*
Curriculum Code: F, A
Certificate Code: LM, GL, PR

This course examines outsourcing from the perspective of corporate effectiveness, staff development, and socio-politics. We will discuss how to use outsourcing as a strategic and competitive advantage; appropriate planning, implementing, and managing a successful outsourcing program; and using outsourcing for downsizing and re-engineering. We will also consider how to "sell" outsourcing to corporate staff and the external community, and how to survive your own organization's outsourcing decision. Students will complete projects that will shape future information provided in this course.

DYNM 645-004: Project Based Laboratory: Practicum and Facilitating Team Development

Faculty: Dr. William Wilkinsky, *Organizational Dynamics*

Curriculum Code: A

Certificate Code: OC

This course will provide a semester-long, hands-on experience coaching two teams of undergraduate students as they go through a team development process. Skills in diagnosis, interventiona planning, intervention implementation, team facilitation, and team coaching will all be the focus of the content of this course. The course carries a prerequisite of DYNM 637 (Coaching and Facilitating Teams) OR permission of the professor to register. Professor Wilkinsky can be reached at 215-898-6967 or at the numbers listed on his faculty page.

DYNM 645-016: Project Based Laboratory: Flight 93 National Memorial

Faculty: Dr. Alan Barstow, *Organizational Dynamics*

Curriculum Code: DE, A

Certificate Code: PR

This project, which will be undertaken throughout the academic year, is to help the National Park Service develop the education and interpretation program for the Flight 93 Memorial in Somerset County, PA. The project will involve coding and evaluation of data and information gathered from site visitors, oral histories taken from first responders and family and friends of the passengers and crew of United flight 93, as well as gathering data and information from the general public about sense-making and the meaning of the actions of the passengers and crew aboard United Flight 93 on September 11, 2001.

DYNM 648: Ethics and Leadership

Faculty: Dr. John Fielder, *Philosophy, Villanova University*

Curriculum Code: F

Certificate Code: LM

While Hitler and Gandhi were both successful leaders, Gandhi was a good leader, working for ethical goals and using ethical means. As we know from recent corporate scandals, leaders in contemporary organizations often encounter serious conflicts between their ethical responsibilities and the demands and culture of their organization. How these conflicts are resolved defines who we are, what we stand for, and what we won't stand for, so it is important to deal with them effectively.

This course will examine significant questions of organizational ethics and leadership. To clarify these questions and to seek appropriate solutions, we will use readings and case studies. The readings will analyze the major issues in ethical leadership, with particular attention paid to the organizational dynamics that shape the opportunities and constraints of the decision makers. They are drawn from sociology, history, healthcare, and contemporary accounts of ethical problems in organizations. The case studies, which apply to a wide range of organizations, issues, and circumstances, will emphasize class discussion so that individual expertise and experience can deepen participants' understanding.

DYNM 651: Group Team Dynamics: Understanding the Overt and Covert Dynamics that Support Effective Work
Faculty: Dr. Nancie Zane, *Organizational Dynamics*
Dr. Dana Kaminstein, *Organizational Dynamics*
Curriculum Code: DE, A
Certificate Code: PR

Although groups and teams are often lauded as the mechanisms that provide the competitive edge for organizations in today's challenging economic environment, there is often little attention paid to the deeper social and psychological currents influencing group and team dynamics. Organizational leaders and facilitators frequently lack an in-depth understanding of how work groups, multifunctional teams, and cross-national executive groups develop, operate, accomplish their goals - or not - and end. Team members often struggle to make meaning of the myriad spoken, as well as unexpressed, factors influencing the process and outcomes of the groups of which they are a part.

This course, by emphasizing both theory and practice, provides students with a thorough grounding in the ways groups and teams develop and learn. The class will also examine approaches to building group and team competencies related to effective communication, conflict-resolution, and solving complex strategic problems as well as ways to manage the range of intentional and more hidden dynamics that both support and challenge high performance.

The course is designed to include seven 3-hour classroom meetings across the semester and two Saturday sessions that will afford students the opportunity to explore various theoretical frameworks. In addition to drawing on the extensive literature and research in group dynamics and team building, the class will rely on experiential methods to help students develop keener understanding and insight into the ways in which their own leadership and followership dynamics, as well as the dynamics of the group-as-a-whole, influence their team's ability to accomplish its tasks.

DYNM 652: Impact of Chess, Literature, and Film on Organizational Dynamics
Faculty: Dr. Vera Zubarev, *Slavic Languages and Literature*
Curriculum Code: DE, F
Certificate Code: LM, PR

This course presents pragmatic reasons that support greater understanding and use of literature and art in decision making and problem solving. The course examines how styles and methods of decision making as represented in the game of chess and as presented in selected works of literature and cinema can be applied to help solve complicated organizational problems and to improve management interactions. The analysis will be informed by the contemporary theoretical tools elaborated by the late Dr. Aron Katsenelinboigen, Professor of Operations and Information Management in the Wharton School at the University of Pennsylvania.

DYNM 653: Coaching Others to Manage Conflict
Faculty: Dr. Rodney Napier, *Organizational Dynamics*
Curriculum Code: F, A
Certificate Code: LM, PR, OC

Not a day goes by when you or I or a person we are coaching is not faced with some tantalizing, challenging conflict. It may be with someone we love, a conflict in a team, a struggle between two direct

reports, a difference with our boss or the challenge of a difficult, perhaps aggressive person in a meeting we facilitate. The problem is not that there is conflict. The problem is that most of us have a very thin, often inadequate repertoire of responses to the conflicts that engage us on a daily basis. The result is that all too often we are predictable in our responses. Thus, if we take these same limited skills and attempt to provide them to a client in our role as a coach, the consequences will, more than likely, be similar.

This course is about expanding your repertoire of responses to a wide array of conflict situations. In the process, you will increase your understanding of the theoretical constructs that underlie successful conflict management. Not only will your strategies for managing a variety of conflicts expand, but, you will be better able to design unique responses that relate to the particular situation with which your client is faced. How you translate these ideas to you clients and, in the process provide them the confidence to use them, will be a central theme throughout the course. There is an attempt to provide a balance between intellectual theory, skills, and applied strategies along with the time to practice them.

DYNM 654: Business Growth Strategies and Successful Implementation
Faculty: Dr. John Pourdehnad, *Organizational Dynamics*
Curriculum Code: A
Certificate Code: LM, PR

What is your company's strategy for growth? This seminar is a chance to examine and critique your organization's plans to grow as well as the opportunity to develop a business growth strategy and a plan for implementation. For more than a decade American organizations have heralded the strategies of downsizing, reengineering, and reorganization. There have been countless articles, workshops, and seminars which have both championed and challenged the use of these "cost-side" strategies. Now it is time to look at the "revenue-side" to grow the business. Why grow the business? How can these strategies be developed, and most importantly, how can these strategies be implemented to increase the potential for success? How should companies organize given the strategies selected? Should consultants be used in any of these areas? If so, what criteria should be used to select the consultant and how can success be measured? This seminar will also include an analysis of the potential value - and the pitfalls - of strategic alliances as a strategy for strengthening and growing the business.

Participants will develop an understanding of what types of strategic alliances exist, the organizational issues related to each type, and when each would be an appropriate choice given the organization's stage of development and culture. Factors affecting the implementation of the growth strategy will be considered. These include core competencies, culture, and structure.

DYNM 655: Using the Political Process to Effect Organizational Change
Faculty: Dr. Stephen Gale, *Political Science*
Representative Robert Brady, *U. S. Congress*
Curriculum Code: A
Certificate Code: LM, PR

At one time or another, each of us has said something like "I know what to do to make some really effective changes in this organization, but the politics make it almost impossible to get anything done." The sense is that although there are changes that should be made to improve organizational performance, politics (internal, external, or governmental) simply obstructs our ability to make a difference. Frustrations notwithstanding, politics is anything but an impediment; it is the art and science of coordinating individuals, departments, management, markets – the entire organizational environment – to effect a balance of objectives and methods. This seminar will discuss the use of politics to promote effective change within organizations. After reviewing the theory of organizations and the roles that political processes play in communications and decision-making, a series of cases will be presented that illustrate the contexts and

conditions for effective political coordination. Both private and public sector examples will be employed. Seminar participants will be required to present a case study of organizational politics and demonstrate ways in which it can be used as an effective agent of change.

DYNM 660: Mistakes and Errors, Accidents and Disasters
Faculty: Dr. Charles Bosk, *Sociology*
Curriculum Code: F, A
Certificate Code: UN

The purpose of Dynamics 660 is to provide a basic understanding of some rather ubiquitous social phenomena: mistakes, errors, accidents, and disasters. We will look at these misfirings across a number of institutional domains: aviation, nuclear power plants, and medicine. Our goal is to understand how organizations "think" about these phenomena, how they develop strategies of prevention, how these strategies of prevention create new vulnerabilities to different sorts of mishaps, how organizations respond when things do grow awry, and how they plan for disasters.

At the same time we will be concerned with certain tensions in the sociological view of accidents, errors, mistakes, and disasters at the organizational level and at the level of the individual. Errors, accidents, mistakes, and disasters are embedded in organizational complexities; as such, they are no one's fault. At the same time, as we seek explanations for these adverse events, we seek out whom to blame and whom to punish. We will explore throughout the semester the tension between a view that sees adverse events as the result of flawed organizational processes versus a view that sees these events as a result of flawed individuals.

DYNM 661: Organizational Culture Change: Theory and Practice
Faculty: Dr. Virginia Vanderslice, *Organizational Dynamics*
Curriculum Code: A
Certificate Code: LM, PR

The importance of organizational culture as a factor that can influence organizational performance either positively or negatively gained renewed attention beginning in the mid-1990s. The success of high-profile firms with "quirky cultures" like Ben & Jerry's, the entrepreneurial cultures of high tech firms that countered the cultures of traditional corporations, a recognition that organizational culture can be a major factor in organizational performance and the related emergence of "high performance organizations", acknowledgment that organization culture can trump the implementation of organizational strategy, differences in values of workers from different generations, competition among companies to attract the best employees, and the failure of many once-promising mergers and acquisitions all pointed to the importance of understanding and intentionally managing organizational culture.

This course will address many of the major debates about organizational culture as well as provide students with tools for better assessing and understanding organizational culture and managing culture change. Course material and discussions will consistently address issues related to both theory and practice.

DYNM 662: Effective Leadership and Effective Entrepreneurship
Faculty: Everett Keech, *Organizational Dynamics*
Curriculum Code: A
Certificate Code: LM

This course is designed to provide an understanding of the importance of entrepreneurship and the role of leadership in today's economy.

The course will discuss the nature of entrepreneurs, as well as the management, development of growth strategies and financing of entrepreneurial ventures. The course will stress entrepreneurship in early-stage ventures, while addressing the challenges of creating entrepreneurship in larger, established companies. The course will emphasize strategy development, strategy implementation and crisis management as part of the entrepreneurial process.

The course will examine a number of leadership topics. The course will address the role of the chief executive in leading entrepreneurship in large organizations and the role of the board of directors in providing corporate governance.

DYNM 664: Organizational Culture and Learning
Faculty: Dr. Alan Barstow, *Organizational Dynamics*
Curriculum Code: A
Certificate Code: LM, PR

What is organizational culture? What is organizational learning? How do organizations learn effectively and change their culture? A learning organization is an organization that is skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge (Garvin, 1993). According to Ray Stata, Chairman of Analog Devices, "The rate at which individuals and organizations learn may become the only sustainable competitive advantage." However we define and prioritize organizational learning, we must still struggle with how to do it. This is a tougher question. The thesis of this seminar is that an enriched understanding of culture can enhance organizational learning. Participants will explore the concept of culture, study the work of Chris Argyris, and discover practices and behaviors that promote organizational learning and culture change. The objective of this seminar is to help participants get beyond highly abstract philosophy and develop a deeper understanding and useful skills based on these concepts.

DYNM 667: Complexity, Sustainability, and Systems Thinking
Faculty: Dr. Alan Barstow, *Organizational Dynamics*
Curriculum Code: DE, F
Certificate Code: PR

This course focuses on an understanding of complexity, sustainability, and systems thinking and explores the origins and development of these concepts and principles. We will use these concepts and principles to assess cases and current affairs from the micro-level of small groups, through macro-level organizations and associations, to global issues and events affecting the whole planet.

DYNM 668: Organizational Ethics and Integrity
Faculty: Dr. John Fielder, *Philosophy, Villanova University*
Curriculum Code: F
Certificate Code: LM

Recent scandals in business organizations have focused on individuals who made unethical and unlawful decisions. Equally, if not more important, is the role of ethically dysfunctional organizations which encourage unethical behavior. Integrity, not just in the narrow sense of being honest but in the broader

sense of adhering to ethical principles and seeking socially responsible goals, applies to organizations as well as individuals.

Creating and sustaining organizational integrity is essential for both organizations and the people who work there to flourish and reach their full potential. Research has confirmed that people do their best work in an atmosphere of trust, responsibility and worthy organizational goals.

In this course we will examine cases and causes of failures of organizational integrity; study examples of how organizations create and sustain integrity; and apply these approaches to a range of actual case studies taken from health care, commerce, and non-profit organizations. The course will emphasize class discussion so that contributions from the individual expertise and experience of the participants can deepen our understanding of these complex ethical and organizational issues.

DYNM 669: Leadership in Organizations: Private and Public, Personal and Professional

Faculty: Dr. James Larkin, *Organizational Dynamics*

Curriculum Code: F, A

Certificate Code: LM

The most valuable resource of any organization is the people who work there; the Human Capital, if you will. This seminar will explore the issues of the leadership of this human capital to meet the goals of the organization and the personal and professional goals of the people in the organization. We will read about and discuss issues such as: enhancing one's leadership capability, crisis periods of leadership, conflicts between the organization's leadership and one's personal leadership, and strategies for success in leadership positions. Additional themes of power, authority, and control will be examined in terms of the organization and the individual.

The seminar requires a considerable degree of participation from the students. Our explorations of leadership both begin and end with each of us individually. Therefore, the seminar will reflect both our common readings and our mutually uncommon (individual) lives as we all negotiate this interesting and challenging personal and PROFESSIONAL JOURNEY.

DYNM 670: Intercultural Communications

Faculty: Dr. Peter Steiner, *Slavic Languages and Literatures*

Curriculum Code: F, A

Certificate Code: GL

Says an Indian businessman to his American counterpart: "In your country you give money to politicians before they pass legislation and you call it lobbying. In my country we do so afterwards, and you call it corruption."

This anecdote illustrates well the cultural relativity of all concepts; what one society considers a legitimate "profit" is elsewhere "usury" or "exploitation." This is the problem faced by American companies considering expansion into any new foreign market. National identities expressed through subtle customs, laws, institutions, and behaviors are not always obvious, even when there are no apparent language problems. Understanding the complex regional influences of geography, history, religion, and culture is key to anticipating how local norms are reflected in market preferences, social, political, and economic institutions, and work attitudes.

This seminar will explore various topics of cultural studies and how they affect values and behavior. Participants will be encouraged to focus on a specific foreign culture and, through assigned readings, film, and literature, analyze its various aspects. Alternatively they may develop, either in teams or individually, a questionnaire about cultural attitudes and carry out a pilot survey in their own organizations.

DYNM 671: Ownership Matters
Faculty: Professor Andrew Lamas, *Organizational Dynamics*
Curriculum Code: F, A
Certificate Code: LM

Who is going to own what we all have a part in creating? The history of American business is an evolving answer to the question of ownership. Of all the issues relevant to organizational dynamics, ownership is arguably the most important and least understood.

Matters of ownership have also been and remain of intimate concern to ordinary Americans – the slave yearning to breathe free, the young couple with a dream of home ownership, the entrepreneur who wants to be his or her own boss, the consultant who wants to form a partnership with best friends, and the indebted, mid-level manager reviewing last year's 401(k) statement.

In this course, you will have the opportunity to:

- examine ethical, religious, legal, technological, and economic bases for different ownership systems from early human history through the 20th century;
- develop a theoretical framework for understanding ownership issues in the contemporary workplace;
- review social science concerning ownership and the related organizational issues of motivation, performance, productivity, profitability, culture, diversity, and equity;
- analyze a variety of cases to measure ownership's effects across many industries and business situations;
- learn about various forms of ownership and compensation in use today in small and large organizations, both public and private;
- utilize a diagnostic tool for assessing the ways in which your own organization's culture and business outcomes are impacted by the firm's ownership system;
- describe your own experiences of the different ownership systems with which you may have engaged, including: family, schools, little leagues and professional sports, volunteer service organizations, charities, religious institutions, professional service providers (e.g., doctors, lawyers, veterinarians), the places where you shop (e.g., think about Genuardi's before and after it was sold to Safeway), and the different places you have worked ... as a way of searching for the linkages between behaviors/outcomes and various ownership systems;
- assess and refine your views regarding ownership in light of your own social, political, religious, and ethical commitments.

DYNM 672: Systems Approach to Crisis
Faculty: Dr. Steven Freeman, *Organizational Dynamics*
Curriculum Code: F
Certificate Code: LM

The principal purpose of this course is to prepare students so that they and the groups and organizations they lead can successfully weather organizational crises and adversities. In today's world the question is not whether they will experience crisis; it is only a matter of what type of crisis will occur, what form it

will take, and how and when it will happen. We will adopt a systems lens, organizing our understanding of crises and adversity at the most general level of analysis and looking at problems and solutions comprehensively.

The following are the course objectives: understanding crisis management and resilience; understanding models of resilience; how to audit crisis management strengths and vulnerabilities; what to do what to do before a crisis, when a crisis hits, and after a crisis; how to build resilience into a system; how to inoculate oneself and one's organization to protect against depression and demise; and how to identify what is most important and how to safeguard it.

The course includes travel to New York and the World Trade Center site, and lectures at Columbia University to understand what can happen during and after a crisis.

DYNM 673: Stories in Organizations: Tools for Executive Development
Faculty: Dr. Janet Greco, *Organizational Dynamics*
Curriculum Code: A
Certificate Code: LM

As we all know, living in -- and out of -- organizations is getting exponentially harder. Things seem to be multiplying, splintering, and coalescing kaleidoscopically, and each of us is increasingly taxed to make sense of it all, let alone create meaning for ourselves and those we manage and care about.

Remarkably, a powerful tool for helping us is one we have already mastered: stories. As humans we think, feel, speak, listen, explain, and believe in narrative form. Yet this capability is dramatically under-exploited at work. This course examines a variety of ways to bring the power of stories to organizational life. We will look at how stories enhance communication, support change, and intensify learning and development in individuals and organizations, thus informing your leadership style and effectiveness. We will have many opportunities in class to apply "story-based technologies" to issues you face in personal or professional life. Readings come from the literatures of human development, narrative psychology, organizational change, executive learning, and, of course, from literature itself.

DYNM 676: Human Rights and Global Order
Faculty: Dr. Henry Teune, *Political Science*
Curriculum Code: F, A
Certificate Code: PR, GL

Human rights have assumed dominance as the ideology of globalization with aspirations to embrace principles and beliefs that can be shared by all peoples everywhere. Although challenged by a variety of traditions and religions, human rights remains a pillar of global order along with institutions of global governance. Since the Universal Declaration of Human Rights over 50 years ago and especially since the Helsinki Accords nearly 25 years ago, human rights continues to spread throughout the world, superseding national civil rights and extending to everyday conduct of respect of others and the rights to a life of dignity, safe working conditions, and a good environment. This seminar will discuss the origins and contested justifications of global human rights. It will look at group rights for women, minorities, and migrants; economic, social and political rights; and the new citizenships not only of individuals but also of business organizations (the Global Compact). The evolution of human rights law, the emergence of global courts of human rights, and the imperatives of humanitarian interventions to enforce human rights will receive special attention.

DYNM 677: Human Capital and Human Nature: Sources of Creativity and Innovation

Faculty: Dr. Nancy Bauer, *Organizational Dynamics*

Curriculum Code: F, A

Certificate Code: LM

Goal: To mine the resources within yourself, cultivate and engage others, and build with them.

Every one of us is potentially wired for creativity, however each of us is unique. How can we understand the research and use it to understand ourselves, our colleagues, and our world. How do we know what is real?

DYNM 681: Interpersonal Communication Processes

Faculty: Dr. Elsa Ramsden, *Associate Professor Emerita, Allied Health*

Curriculum Code: A

Certificate Code: LM, PR

In this course we will explore social and cultural context within which communication takes place and the variables that have an impact on decoding communication data and encoding a message. We will also examine individual characteristics and traits that contribute to credibility and power, persuasion, decision-making, conflict, and building relationships. A significant amount of our time will be spent examining our own verbal and non-verbal behavior in an attempt to be most intentional about the messages we send and most effective in our delivery under different circumstances. Our friends, neighbors, and co-workers frequently have national and ethnic backgrounds that are different from our own. In spite of the fact that a family has lived in the United States for several generations, cultural differences may persist in subtle or not-so-subtle ways. We will study some of these cultural traditions, and explore our personal experience and biases in order to be more effective in communication involving cross-cultural relationships. In our study of interpersonal communication we will use here-and-now experience within the group as well as role-playing, video taping, and extensive reading with discussion.

DYNM 683: Organizational Experience: Self, Role, and Expectations in the Workplace

Faculty: Dr. James Larkin, *Education*

Curriculum Code: F, A

Certificate Code: LM, PR

In a time when corporate downsizing and restructuring are causing dislocation and change in middle management positions, new career opportunities and effective contribution to new organizations requires more than just technical knowledge to develop new tasks, skills and markets. By achieving greater insight into the historical forces that are causing change and into personal and professional initiatives and responses, participants can create opportunities for their own meaningful transformations.

In this seminar, readings in a variety of literatures and selected films are used to explore a wide range of work and life experiences, looking at careers across centuries and social class. Participants will have the opportunity to consider (and indeed reconsider) their own work preferences and career choices as reflections of their early family, school and work experience. They will do this by researching and developing an autobiography that explores family history, educational history, and organizational work experience as a practicing professional.

The nature of the autobiographical work in this course is by definition personal. Participants should be willing to explore those themes that reside within their life experience and contribute to analytical and open discussions.

DYNM 684: **Organizing for New Services and New Markets**
Faculty: **Professor Eric van Merkensteijn, *Organizational Dynamics***
Curriculum Code: **F, A**
Certificate Code: **PR, LM**

This seminar will examine organizational issues surrounding the development of new services (and new products) and the exploitation of new markets. Questions will be addressed such as: How can mission expansion be properly managed? What are the best strategies for organizational changes? When are the risks unreasonable? Who, among the various stakeholders, should decide? Why organize for new services/products/markets? Where are new opportunities found? Class analysis of issues, case studies, and individual research projects will provide participants with applied methods of managing within their organizations. The primary research assignment will be to recommend strategies for how to organize your division/company/organization to accommodate the stated expansion of mission. Class discussion will examine expansion strategies through merger and acquisitions, product diversification, resources reallocations, and international opportunities.

DYNM 692: **Innovation in Organizations**
Faculty: **Dr. Steven Freeman, *Organizational Dynamics***
 See Courses Involving Travel

DYNM 693: **The Art and Science of Organizational Strategy and Planning**
Faculty: **Dr. Jean-Marc Choukroun, *Organizational Dynamics***
Curriculum Code: **DE, A**
Certificate Code: **LM, PR**

There is no “best way” to create strategy nor is there one “best way” to plan and implement. Rather, quite different approaches will work in different contexts. In this seminar we will explore several approaches to understanding and formulating organizational strategy, emphasizing the complexity of the strategy formation, development process and its risk-taking implications. We will also examine several planning models together with the internal and external contents in which each may be most effective. The implications of the various approaches to strategy and planning models on organizational forms and structures will be discussed.

DYNM 694: **Statistical Tools for Improving Organizational Effectiveness**
Faculty: **Dr. Paul Allison, *Sociology***
Curriculum Code: **DE**
Certificate Code: **PR**

Most contemporary organizations produce huge amounts of data. But they typically fall down in their ability to harness and exploit that data in ways that lead to effective decision making. This course explores both elementary and advanced statistical tools for mining organizational data. Much of the course will focus on applications of linear regression analysis and logistic regression analysis. These methods are designed to reveal trends, explain known outcomes, predict future outcomes and identify factors that can secure a desired effect. The course will be taught using a minimum of mathematics, and no previous statistical training will be assumed. A major component of the course will be a series of case studies that illustrate all aspects of data analysis. Participants will also learn how to use the JMP statistical package to do their own analyses.

DYNM 695: Understanding and Utilizing the Spiritual Dimension of Organizations

Faculty: **Rabbi Marc Margolius, *Organizational Dynamics***

Curriculum Code: **F, A**

Certificate Code: **LM**

Organizations, like individuals, present and interact on multiple levels. While the obvious presentation is structural and functional, organizational life may also be said to possess a spiritual dimension. "Spiritual" organizations may be understood as those which conceive themselves and their mission as part of and serving a larger whole, and which enable their members to discover a broader sense of purpose and personal meaning in their particular organizational roles, and to cultivate qualities such as gratitude, generosity, hope, and trust.

Classic religious narratives (such as the Five Books of Moses) offer a paradigm describing the creation, maintenance, and renewal of organizations which recognize their spiritual dimension. Separate from religious orientation, these master stories describe the source and nature of leadership, the creation and ongoing redefinition of a collective vision, the function of diversity and dissent within the organization, and the balance between the needs of the individual and the organization as a whole. In addition, they offer organizational models with insights into the spiritual aspects of anticipating and overcoming resistance to change, transcending anxiety and resentments, and planning for succession.

DYNM 705: Capstone Course

Faculty: **Larry Starr, *Organizational Dynamics***

Curriculum Code: **CAP**

Certificate Code: **Open**

This course requires the student to study a topic of their own choice, to discuss their progress with the class (in regular meetings), and to deliver a final paper that meets the following criteria: (1) Makes an argument, describes, or summarizes a position that is unique, original, or which directly applies to the student; (2) Uses primary sources or applies to a primary organization as much as possible; (3) Conforms to the style and format of good academic writing and the **MSOD Capstone Project presentation standards** or the **MPhil Capstone Project presentation standards**; (4) Allows a student to demonstrate competencies gained from the courses completed in the Organizational Dynamics program.

IV. Courses Involving Travel

DYNM 692: Innovation in Organizations

Travel: **Boston**

Faculty: Dr. Steven Freeman, *Organizational Dynamics*
Curriculum Code: F, A
Certificate Code: LM

In this course we will try to understand innovation through different levels of analysis including individual, team, network, organizational, and industrial. The primary goal of the course is to expose students to a variety of perspectives on innovation, while building on past work experiences and preparing for work experiences in the future.

At each level of analysis, we will try to understand conditions under which innovation processes succeed and fail. The weekly readings consist of a mixture of book chapters, journal articles, and cases. An online forum is planned for further discussion of the required readings outside of class, and as the basis for class discussion. Classes will employ reflection exercises that entail critical thinking about the topic for the week, case analyses completed in small groups, and other activities and lectures introducing material found both within and outside of the readings.

An overnight trip to Harvard University or MIT is being arranged to expose students to innovative practices and leading-edge thought at other research institutions.

DYNM 753/754: **China in Transition: The Context and Consequences of Economic Reform and Opening to the Outside World**
Travel: Beijing and Shanghai
Faculty: Professor Jacques deLisle, *Law*
Curriculum Code: F, A
Certificate Code: LM, GL, PR

The course will focus on the reforms and international openness that have transformed China during the last quarter century, and their political, social and legal contexts and consequences. Several specific topics will receive detailed attention, including reforms to China's economy (including the creation of a market economy, and changes in enterprise ownership and management and financial institutions), the role of foreign trade and investment and other channels of external influence, rising affluence and inequality, political reform and liberalization, and the development of the legal system. Students will experience contemporary urban China firsthand and see important cultural and historical sites and artifacts, providing a basis for assessing the influence of Chinese traditions and legacies in the People's Republic today. In China, we will meet with foreign and Chinese business people, government officials, academics, and others.

DYNM 758: **Sweden: Strategies for Thriving in the 21st Century**
Travel: Stockholm, Sweden
Faculty: Dr. Alan Barstow, *Organizational Dynamics*
Curriculum Code: F, A
Certificate Code: LM, GL, PR

Neutral during WWII, and claiming a "Middle-Way" between east and west in the post-war twentieth century, Sweden – its people, institutions, and culture – has left its mark on our global society. In today's world, the influence of Swedish ideas and innovations can be seen in government structures, health and social policies, business organizations, working life, education, science, art, literature and, of course, the design and style of many products and services which enjoy high demand. These are impressive impacts

from a nation-state of only eight million people. What lessons are there for Americans and our institutions as we enter the twenty-first century where our leadership position, ability to determine the rules and control the agenda of world economic and political affairs is possibly diminished?

This course will include meetings with academics and leaders from industry, government, healthcare, science, media, arts and culture. Students will meet with and learn from these representatives in order to explore Swedish organizational dynamics, both in terms of its economic prosperity and the problems Swedish society faces today.

DYNM 766: Transformed Central Europe: Lessons, Challenges, Expectations

Travel: Prague, Czech Republic

Faculty: Dr. Peter Steiner, *Slavic Languages and Literatures*

Curriculum Code: F, A

Certificate Code: LM, GL, PR

On May 1, 2004, the Czech Republic, together with nine other states (altogether about 70 million people), officially joined the European Union as full-fledged members. This new EU became the world's largest free trade zone, measured by the number of consumers, with a GDP comparable to our own. The challenge this poses for the US is twofold. On the one hand, the stronger new Europe will create a formidable competitor vying for the same customers, energy resources and political power. On the other hand, its huge market with considerable dynamic potential provides farsighted American entrepreneurs with an opportunity to partake -- through investments, joint ventures, or trade -- in the ebullient economic growth that the enlarged EU promises.

Because of its economic scope and the perceived encroachment on the sovereignty of so many nations, the enlargement was initially greeted with some skepticism by both the "old" and the "new" Europe. But a year later it is viewed by most as a success story. According to *The Economist*, "the new central European members learned to stop worrying and love the European Union" (January 18, 2005) while the Westerners realized that their own misgivings (the capital outflow combined with the labor inflow) were largely imaginary. The process of bringing all European nations under one roof, however, is far from finished and there are many challenges lurking ahead. The lectures and discussions in Prague will highlight some of them: (1) mobility of labor; (2) common currency; (3) European constitution; further expansion of the EU.

DYNM 781: European Approaches to Organizational Coaching, Development, and Change

Travel: England: London and Oxford

Faculty: William Wilkinsky, *Organizational Dynamics*

Curriculum Code: F, A

Certificate Code: OC, LM, GL, PR

This course examines how organizational and executive coaching is taught, delivered, and managed in the U.K. Lecture topics will include "Coaching Framework," "Learning Theory and Coaching," "Psychodynamic Approaches," "Coaching in Organizations," and "A Model for Organizational Development, Coaching, and Change." Meetings with the Director of the Specialized Master's Degree in Consulting and Coaching for Change program at Oxford University and the Director of the International Center for the Study of Coaching and Professional Development Foundation are featured, as are visits to the famous Tavistock Institute and the Freud Museum.

DYNM 782: Strategic and Socio-cultural Issues in Innovation and Creativity
Travel: France: Paris & Pierrefonds
Faculty: Jean-Marc Choukroun, *Organizational Dynamics*
Curriculum Code: F, A
Certificate Code: LM, GL, PR

Hosted by the Conservatoire National des Arts et Metiers, in Paris and subtitled: "From the Belle Epoque to the Net Epoque," this course will deal with innovative European approaches to communications, manufacturing, architecture, social and technological sciences, product design, and organizational management and strategy. Lectures and case studies will showcase representative organizations that are finding new ways to grow and maintain leadership in the global economy.

DYNM 783: European Approaches to Large Project Management and Strategic and Creative Leadership
Travel: Paris, France
Faculty: Jean-Marc Choukroun, *Organizational Dynamics*
Curriculum Code: F, A
Certificate Code: LM, GL, PR, P3

This course will be taught, in English, at the **HEC School of Management**, just outside Paris, and the **ENPC International School of Management** in Paris.

About this program, HEC writes, "Companies have increasingly structured their organizations around project teams. One proof of this is the ever-greater number of job offers for positions as Project Head. There is little question that there are not enough training programs that prepare for this profession, which is highly specific in nature. To satisfy this explicit demand from the work world, HEC and **SUPAERO** have decided to pool their training competencies and create a **Specialized Masters in Large Projects Management program.**"

ENPC writes, "Students and professionals attending the ENPC School of International Management come from a broad range of backgrounds, including media and publishing, banking and financial services, art and design, engineering and manufacturing, high-tech and energy, hospitality and tourism, education and training, retailing and consulting services, as well as government and public administration. The aim of the School is to take you beyond technical proficiency to mastering the mental frameworks and analytical tools for lasting individual development and professional success.

III. Faculty and Courses

| Teaching Faculty | Courses |
|------------------------|---|
| Ackoff, Russell | DYNM 666: Systems Thinking and its Implications to Management |
| Adler, Joel | DYNM 639: Team Strategy Project |
| Allison, Paul | DYNM 694: Statistical Tools for Improving Organizational Effectiveness |
| Anderson, Elijah | DYNM 600: Managing Diversity in the Workplace |
| Barstow, Alan | DYNM 501: Foundations of Organizational Dynamics DYNM 622: Building Effective Organizations: Getting Things Done DYNM 627: Classics of Organizational Behavior DYNM 664: Organizational Culture and Learning DYNM 667: Complexity, Sustainability and Systems Thinking DYNM 758: Sweden: Strategies for Thriving in the 21st Century (Travel to Sweden) |
| Bauer, Nancy | DYNM 615: Staying Competitive: You and Your Organization DYNM 632: China and the U.S.: Competition and Collaboration DYNM 677: Human Capital and Human Nature: Sources of Creativity and Innovation |
| Bayney, Richard | DYNM 621: Managing Project Portfolios DYNM 643: Overcoming Organizational Barriers to Success |
| Bershady, Harold | DYNM 634: Organizations and their Social and Psychological Contexts DYNM 674: Practicum on Sociological and Psychological Contexts |
| Bosk, Charles | DYNM 660: Mistakes and Errors, Accidents and Disasters |
| Brady, Robert | DYNM 655: Using the Political Process to Effect Organizational Change (with Gale) |
| Choukroun, Jean-Marc | DYNM 202: Organizational Dynamics for the Modern Workplace DYNM 619: Organizational Project Management DYNM 635: Organizational Essentials for Leadership DYNM 693: The Art and Science of Organizational Strategy and Planning DYNM 782: Strategic and Socio-Cultural Issues in Innovation and Creativity DYNM 783: European Approaches to Large Project Management |
| Combrinck-Graham, Jane | DYNM 604: Organizational Risk Management |
| Croner, Robert | |
| deLisle, Jacques | DYNM 753/754: China in Transition: The Context and Consequences of Economic Reform and Opening to the Outside World (Travel to China) |
| Dunning, Stephen, | DYNM 609: Organizational Effects of Religion in the Workplace DYNM 618: Applied Organizational Philosophy of Peter Drucker |
| Eldred, John | DYNM 612: Mastering Organizational Politics and Power DYNM 626: Leading the Professional Service Organization DYNM 675: Advanced Seminar in Organizational Politics |
| Fielder, John | DYNM 648: Ethics and Leadership DYNM 668: Organizational Ethics and Integrity |
| Freeman, Steven | DYNM 672: A Systems Approach to Crisis (Travel to NY) DYNM 692: Innovation in Organizations (Travel to Boston) |
| Gale, Stephen | DYNM 642: Allocating Resources: Economic, Technological, and Human |

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| | DYNM 655: Using the Political Process to Effect Organizational Change (with Brady) |
| Greco, Janet | DYNM 673: Stories in Organizations: Tools for Executive Development |
| Handy, Femida | DYNM 617: Economics of Human Behavior and Organizational Life |
| Hanousek, Jan | DYNM 766: Transformed Central Europe: Lessons, Challenges, Expectations (Travel to Prague, Czech Republic) |
| Heaslip, Richard | DYNM 624: Program Leadership |
| Hirschhorn, Larry | DYNM 607: Psychodynamics in Organizations |
| Hornbacher, Keith | DYNM 605: Assessing and Managing Project Risk |
| Husick, Lawrence | |
| Kaminstein, Dana | DYNM 628: Organizational Diagnosis (with Zane) DYNM 651: Group Team Dynamics: Understanding the Overt and Covert Dynamics That Support Effective Work (with Zane) |
| Keech, Everett | DYNM 662: Effective Leadership and Effective Entrepreneurship |
| Kirchmer, Mathias | DYNM 630: Business Process Excellence |
| Klein, Harold | |
| Lamas, Andrew | DYNM 671: Ownership Matters |
| Larkin, James | DYNM 669: Leadership in Organizations: Private and Public, Personal and Professional DYNM 683: Organizational Experience: Self, Role, and Expectations |
| Licht, Walter | DYNM 613: Is Bigger - Inevitable, Better or Worse in Organizations? |
| Margolius, Rabbi Marc | DYNM 695: Understanding Utilizing the Spiritual Dimension of Organizations |
| Miner, Kim | |
| Morris, John (Jay) | |
| Napier, Rodney | DYNM 610: Knowing Yourself: The Coach as an Instrument of Change DYNM 620: The Coach Applying Tools and Skills in the Field DYNM 653: Coaching Others to Manage Conflict |
| Orenstein, Ruth | DYNM 542: Theories and Models that Inform Coaching |
| Ostrowski, Krzysztof | DYNM 784: A Berlin-Warsaw Axis? New Perspective on the Old Fractures in a Changing Europe |
| Padulo, Louis | |
| Pourdehnad, John | DYNM 654: Business Growth Strategies and Successful Implementation |
| Ramsden, Elsa | DYNM 681: Interpersonal Communication Processes |
| Reyes, Ana | DYNM 636: 21 st Century Leadership Development: Integrating Cultural Influences into Coaching Practice DYNM 640: Virtual Collaboration |
| Russo, Charline | DYNM 602: Leader-Manager as Coach |
| Seltzer, Vivian | |
| Smith, Stuart | DYNM 611: Strategic Perspectives on Coaching |
| Stankard, Martin | DYNM 634: Process Improvement Tools and Strategies |
| Starr, Larry | DYNM 603: Administrative Decision Making and Problem Solving DYNM 629: Organizational Consulting: Proseminar in Organizational Development DYNM 705: Capstone Course |
| Steiner, Peter, | DYNM 670: Intercultural Communications |

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| | DYNM 766: Transformed Central Europe: Lessons, Challenges, Expectations (Travel to Prague, Czech Republic) |
| Teune, Henry | DYNM 616: Globalization: World Politics, Social Order, and Economic Impacts DYNM 676: Human Rights and Global Order DYNM 784: A Berlin-Warsaw Axis? New Perspectives on the Old Fractures in a Changing Europe |
| Tomazinis, Anthony | DYNM 614: Comparative Analysis of Alternative Planning DYNM 631: Strategic Planning and the Process of Implementation |
| Tschoegl, Adrian | DYNM 608: Organizational Dynamics of Working in a Global Marketplace |
| Van Merkensteijn, Eric | DYNM 644: Strategic Resources DYNM 684: Organizing for New Services and New Markets |
| Vanderslice, Virginia | DYNM 601: Gender and Leadership in Organizational Leadership DYNM 661: Organizational Culture Change: Theory and Practice |
| Volini, Dominick | |
| Wilkinsky, William | DYNM 201: Team Dynamics in Organizational Settings DYNM 637: Coaching and Facilitating Teams DYNM 641: The Art and Science of Organizations DYNM 645-004: Project-Based Laboratory – Practicum in Coaching and Facilitating Team Development DYNM 781: European Approaches to Coaching, Development, and Change |
| Zane, Nancie | DYNM 628: Organizational Diagnosis (with Kaminstein) DYNM 651: Group Team Dynamics: Understanding the Overt and Covert Dynamics That Support Effective Work |
| Zubarev, Vera, | DYNM 652: Impact of Chess, Literature, and Film on Organizational Dynamics |