



organization as a potential element of larger groups. This seminar will address this problem through discussion of six topics: (1) an introduction to the concepts and methods of valuation; (2) valuation of internal divisions of the organization; (3) valuation of the organization as an entity; (4) valuation of the organization as a potential component of other organizations; (5) assessing the performance of the organization; and (6) evaluation standards and managing for value. Participants must be familiar with concepts of financial analysis.

**DYNM 608: Approaches to Human Influence in Organizations**  
**Faculty:** Dr. Charles Dwyer, *Education*  
**Curriculum Code:** F1  
**Certificate Code:**

This seminar will provide an examination of the various ways in which people attempt to influence one another (including groups) in organizational contexts. Particular attention will focus on several methods of human influence which have been proven effective but are rarely used. Topics include the nature of organizations, power, values, perceptions, problem resolution, and conflict resolution. A model of interpersonal effectiveness will be presented, applied and critiqued.

**DYNM 609: Managing in a Global Marketplace**  
**Faculty:** Dr. Jan Lange, *Organizational Dynamics*  
**Curriculum Code:** F1, A1  
**Certificate Code:** UN

The introduction of glass fiber to carry digital signals, the steep fall in the cost of high speed computing power, the use of low-orbiting satellites, and the development of fast networking and wireless technologies, has had a profound impact on global communications. The "communications revolution" reduced both the role of distance in international trade, and the barriers to the flow of funds between nations. Together, these effects reshuffled the deck of strategic cards that profit-maximizing corporations need to consider in the expanding global market place.

An overview of microeconomic principles will demonstrate that competition is not optional in the evolving global economy. The course briefly covers the macro-economic forces that can make or break an organization in the fiercely competitive global market place. Participants are introduced to the theory and developments in foreign exchange markets. Traditionally, firms' locational decisions were driven by attempts to minimize the cost of overcoming the "friction of distance." However, the "death of distance" unleashed competitive forces across national borders in the new virtual environment. These competitive forces dictate not only locational decisions but all other aspects of managing an enterprise. Also, participants will be exposed to new business paradigms in Business @ the Speed of Thought.

**DYNM 610: Supporting Lifetime Learning**  
**Faculty:** Professor Amy Wohl, *Organizational Dynamics*  
**Curriculum Code:** A2  
**Certificate Code:** UN

New technologies, variously described as distance learning, distributed learning, just-in-time learning, and on-line collaboration are coming into broad usage. These technologies have the potential to transform many kinds of learning experiences. While they are unlikely to replace traditional student/teacher relationships on a wholesale basis, they can be very useful partial replacements, extensions, or simply entirely new experiences.

This course will focus on the new technology and how it creates markets, considering the questions: What

is the intellectual and technological basis of this new idea? How can it be used in both academic and business settings? What is the state of the market today - who offers what, and how does it work? How will the offerings change over time in variety, reliability, accessibility, and cost? Who will adopt this technology and for what?

The class will have experience with a variety of distributed learning environments, both as demonstrators and as users. Students will bring their own learning issues to class for discussion in a workshop-style environment and will participate in at least one class in distributed learning style.

**DYNM 610:                    Fundamental Issues in Organizational Theory**  
**Faculty:                     Dr. Ralph Ginsberg**  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 611:                    If Not for Profit, For What? A Study of Non Profits**  
**Faculty:                     Dr. Famida Handy**  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 613:                    Managing Technology and Changing Dynamics in Organizations**  
**Faculty:                     Dr. Nancy Bauer, *Organizational Dynamics***  
**Curriculum Code:        A2**  
**Certificate Code:**

This seminar focuses on sources of new ideas and innovations. The participants evaluate their personal careers and their current organizations and competition against the criteria of invention, incentives, capital, education, science and engineering, labor, and world trade. In addition, comparison is made of American, Japanese, European (particularly German) ways of addressing the development and management of technology. Crucial questions raised and discussed are: How can we reinvest the technological expertise of our organizations and ourselves in new business development? Who can afford to take responsibility for the next technology? Is it possible to "manage" the people who have the ideas and the know-how? How do you manage your know-how?

**DYNM 615:                    Staying Competitive: You and Your Organization**  
**Faculty:                     Dr. Nancy Bauer, *Organizational Dynamics***  
**Curriculum Code:        F2, A2**  
**Certificate Code:        GL**

This seminar both examines and practices staying competitive at five levels: the individual participant, the organization or employer, the industry, and the nation (where being American makes a difference), and the globalized world economy. As a result of this semester's work, all participants will have evaluated their own situation and organization and developed a practical plan for their next step. Visitors who have chosen particular ways of staying competitive will be invited to class to discuss what happened and why. [Note: Course title only changed for Spring 2006.]

**DYNM 615:**            **Staying Competitive: You and Your Organization**  
**Faculty:**            **Dr. Nancy Bauer, *Organizational Dynamics***  
**Curriculum Code:** **F2, A2**  
**Certificate Code:**    **GL**

**DYNM 617:**            **Organizational Strategy and Planning**  
**Faculty:**            **Dr. Jean-Marc Choukroun**  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 619:**            **Organizational Project Management**  
**Faculty:**            **John Pourdehnad (Engineering)**  
**Curriculum Code:** **F1, A2**  
**Certificate Code:**    **PR, P3**

This seminar presents and critically examines the components of a project life cycle. We examine how to identify and manage time, cost, quality, use of human resources, communications, risk, procurement, scope, and project integration tools. We acknowledge that project management is a formal synthesis of quantitative and qualitative components such that effective project management must include competencies of leadership and communication that support the people directly and indirectly associated with the project and its implementation within an organization.

**DYNM 619:**            **The Role of Banking in the Financial Industry**  
**Faculty:**            **Dr. Jan Lange**  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 619:**            **Practicum in Organization Diagnosis**  
**Faculty:**            **Dr. Nancy Zane, *Organizational Dynamics***  
                              **Dr. Dana Kaminstein, *Wharton***  
**Curriculum Code:** **DE**  
**Certificate Code:**    **PR**

This intensive seminar/practicum will actively involve participants in conducting a diagnosis of an organization. Participants will learn and practice multiple levels of organizational analysis, with an emphasis on looking past the presenting problem to deeper and more complex issues within the organization. This practicum will help practitioners 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. The practicum will emphasize the interconnectedness of theory and practice. Particular theoretical weight will be placed on: systems theory, group-as-a-whole, symbols, and the unconscious dynamics in organizational life. Real-time examples will inform our discussions about the relationship between complex diagnosis, organizational reflection, and appropriate action. Participants will learn about the issues involved in

entering an organization, identifying and framing the organizational problem, and collecting data and will learn how to systematically read and understand the data collected. Participants will enter an organization and will collect data through the use of individual interviews, focus groups, surveys, and archival research, depending on the needs of the organizational system.

**DYNM 620: Strategic Planning: Euphoric Myths and Pragmatic Paradigms**  
**Faculty: Dr. Anthony Tomazinis, *Planning/Design***  
**Curriculum Code: DE,**  
**Certificate Code: PR**

In the competitive world we live in and in the uncertainties that all organizations face, the need for strategic planning looms greater and greater. Continuous change is experienced from within and without each organization. What should be the fundamental direction of an organization in the coming years? How can an organization master its resources effectively to overcome foreseeable obstacles? What are the tools a manager can use so that the chances of success of a particular plan are enhanced? What needs to be done to uncover the essential problems of an organization? Is there a path that a manager can follow to lead an organization out of a particularly dangerous area of activity? Is strategic planning another name for the traditional "corporate planning" or is it a completely different and new planning activity?

Business managers, at all levels, need to understand the significance and the complexities of strategic initiatives and processes that can determine the future of their organizations and the survival of the managers themselves within the structure of the organization. This seminar will explore not only myths about strategic planning but also the alternative paradigms that can produce dynamic change and success for each organization, large or small, private, public, or third sector enterprise.

**DYNM 621: Practical Applications of Strategic Thinking**  
**Faculty: Dr. Aron Katsenelinboigen, *Wharton***  
**Curriculum Code: DE**  
**Certificate Code: PR**

Leaders of organizations think differently from the managers who report to them. While these leaders often understand how their subordinates think, the reverse is not usually true. Using a model based on the game of chess to structure the intuitive basis for much top level decision making, an alternative is offered to the intuitive and/or technocratic approach to strategic decision making. This is an appropriate seminar for those at the upper levels of management, for those aspiring to understand decision making at that level, and for human resource people who want to develop a strategy for placing people correctly.

**DYNM 623: Strategic Leadership for a Changing Public Context**  
**Faculty: Dr. Nancie Zane, *Organizational Dynamics***  
**Professor Frazierita Klasen, *Pew Charitable Trusts***  
**Curriculum Code: A3**  
**Certificate Code: LM**

As organizations struggle to improve their performance, respond to their constituencies, honor their mission, and plan for smooth leadership successions, the complex realities of survival and growth in an increasingly tumultuous environment have become even more important to examine and understand. With cutbacks in government spending, increased competition for scarce resources, and greater demands for accountability, the challenges for leaders have multiplied exponentially. This course examines a range of

issues that are critical to board members, managers, and other organizational stakeholders trying to successfully navigate the rocky waters of the public and private sectors.

The course will begin by engaging the debate about the function that public and private organizations play in the broader culture and their evolving roles in a rapidly changing world. The major focus of the class will be to examine the theoretical and applied literature on leadership and the struggle to align organizational structures, culture, and mission in the face of decreasing financial resources. Included in the discussion will be an emphasis on effective strategies for helping an organization to adapt to a swiftly-changing environment. Another component of the class will be exploring specific issues that are particularly salient today such as the role of public and private funders in shaping organizational life, the utility of strategic planning, the practicality of succession planning, and the multiple indicators of program.

**DYNM 624:                   Organizational Reforms**  
**Faculty:                    Dr. Ivar Berg, *Sociology***  
**Curriculum Code:    F2, A2**  
**Certificate Code:     LM**

America's larger corporate-type organizations have, whether adventitiously or quite intentionally, successfully exploited the spontaneous or informal intramural social systems that emerge in their midst. Social scientists offered counsel based on systematic "clinical"-like studies of "human relations," a movement by 1940 that evolved out of studies by Harvard Business School researchers like those at Western Electric's Hawthorne Works in 1928. Later studies dealt with leadership, satisfaction, productivity, moral and labor-management conflict.

In this course we will begin (1) with the legacies of the human relations tradition; (2) then observe the forces - technological, ideological, political and legal, market forces - that have driven firms into 'new age' reforms; (3) and, all the while, examine macro or extra-organizational reforms that impact on managers and owners and, therefore, stakeholders. Through our investigation we expect to develop a sense of "social technologies" as part and parcel of the bundle of social, economic and political technologies in capitalist democracies that are putatively useful in turning human behavior to corporate ends. We will also consider the limits on turning natural persons as means into corporate persons' ends.

**DYNM 625:                   Dispute Resolution Workshop**  
**Faculty:                    Dr. Stephen Gale, *Political Science***  
**Professor Lawrence Husick, *Center for Organizational***  
***Dynamics***  
**Curriculum Code:    F1**  
**Certificate Code:     PR, LM**

No organization in America can go about its business for very long without encountering the legal system and its cast of characters, from "black hat" lawyers to do-nothing judges. Even the "good guys" (your own legal team) are reviled by managers trying to "just run the business." Employment issues, product and environmental liability suits, regulatory approvals, proprietary rights issues - they all involve dispute resolution processes that, if not properly understood and managed, distract and detract from the mission of the organization. This workshop will explore issues of formal dispute resolution including the professionals involved, the processes and procedures, organizational impacts, planning for disputes, and related issues. Simulation exercises and group scenario development will be the primary learning methods employed. (This is NOT a business law course, and cases will be used only as examples of dispute resolution processes and not to learn particular legal rules or laws.) A wide variety of experts will serve as guest lecturers and consultants during class.

**DYNM 630: Organizational Metaphors**  
**Faculty: Dr. Stephen Gale**  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 631: Stress: Conflict in the Workplace and Society**  
**Faculty: Dr. Aaron Katcher**  
**Curriculum Code: F1**  
**Certificate Code: LM**

This seminar will explore the impact of dysfunctional social systems on human health, emotional state, life satisfaction and productivity. The concept of stress will be examined as a term used to bridge moral and behavioral discourse about the impact of human environments on health and quality of life. The seminar will attempt to identify those characteristics of social organization in the workplace and wider society which make workers particularly vulnerable to disease, dissatisfaction, self-destructive, and non-productive behaviors.

Readings: Arendt, *The Human Condition*; Benson, *The Wellness Book*; Lemann, *The Promised Land*; Lynch, *The Broken Heart*; Rosen, *The Healthy Company*; Sagan, *Health of Nations*

**DYNM 632: Global Influences in Local Contexts: The "Glocal" World**  
**Faculty: Dr. Ewa Morawska, *Sociology***  
**Curriculum Code: F2**  
**Certificate Code: GL**

"Globalization" and "globalism" are perhaps the distinctive features of our lives in the new millennium. Indeed, today it would be difficult to find anyplace on earth that has not been affected by these processes of interconnection. Researchers now examine the economic, political, and cultural mechanisms of globalization and its consequences on lifestyles and collective and personal identities. Little is known, however, about how these global influences interact with local traditions and accustomed ways of conducting business and relating to other people, or what kind of "glocal" products emerge as a result of this mixing and blending. How do global organizations "localize" in sociocultural environments of particular countries/regions? What kind of local-global blends are represented in contemporary ethnic and national identities and how do these combinations occur? Is it still possible for those societies without economic and military power to ignore intrusions from the outside and to resist globalization? The seminar will address these and related questions, in the process attempting to understand how globalization is reflected in the local workplace.

**DYNM 632: Problem Formulation: A Systems Approach**  
**Faculty: Dr. Iraj Zandi**  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 633: Accountability in Communications**  
**Faculty: Dr. Paul Korshin, *English***

**Curriculum Code: A1**  
**Certificate Code:**

Everyone who lives and works in an organization experiences the pressures of accounting for his or her activities, whether to report to a superior, to avoid legal damages, or to maintain standards of professional behavior, however vague. In this seminar, we will study the concept of Accountability itself as a general term that we use to describe legal liability (and, in everyday life, the idea of blame), personal and social responsibility, and what we loosely call "reporting," or professional accountability. Hence the topic embraces the notion of government being responsible to the people whom it governs, the need for the professions to be responsible for ethical behavior, the notion that the media should be held to standards of truth in reporting the news, the idea of medical accountability, and the situation of the person who brings others to account (the so-called whistle-blower). The course concentrates throughout on how we become accountable, how we hold people in public life, like politicians, and people in professional life, like executives, accountable for their actions, and how the concept of "reporting" in organizations is consistent with accountability.

**DYNAM 634: Organizations and their Social and Psychological Contexts**  
**Faculty: Dr. Harold Bershady, *Sociology***  
**Curriculum Code: F2**  
**Certificate Code: GL**

All organizations invariably change in scale of operations, levels, and kinds of leadership, as well as in relations with other organizations. Given such changes, organizations must, to remain viable, develop ways to sustain the solidarity of their members. This requires fostering the growth of an organization's culture, that which guides members' conduct, and secures their attachment to the organization and to each other. This seminar examines sociological and psychological methods adopted by several different kinds of organizations, (e.g., the federal government, heavy and service industries, scientific laboratories) to strengthen their solidarity. International comparisons will be made whenever possible to sharpen appreciation of different conceptions of organizational culture. The aim will be to identify features specific to national contexts of both successful as well as unsuccessful methods.

**DYNAM 635: Technological Factors Affecting Organizational Innovation**  
**Faculty: Dr. Stephen Gale, *Political Science***  
**Curriculum Code: F1, A2**  
**Certificate Code: PR**

Scientific processes and technical innovations have transformed our world. This course will analyze the institutional and organizational factors that support, impede and shape scientific and technical innovation. The course will focus, in particular, on scenario development and analysis, the design of innovating learning organizations, and the role of innovation in organizational success. We will conclude by discussing current and likely future innovations and considering their possible impacts on organizations

**DYNAM 636: Global Business: Opportunities and Obstacles**  
**Faculty: Professor Steven Bauer**  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 638:           How to Read and Organization Like a Book**  
**Faculty:             Dr. Robert Keidel**  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 638:           Evaluation of Plans and Programs of Organizations**  
**Faculty:             Dr. Anthony Tomazinis, *Planning/Design***  
**Curriculum Code:  DE**  
**Certification Code: PR**

The purpose of this seminar is to introduce, explore, and analyze the process of evaluation of plans, projects, programs, and the operations of organizations in the private and the public sectors. Evaluation as an activity has been acknowledged in the field as both vital in the decision making process and as an effort that comes usually too late in the course of routine operations. (What is the truth?) Evaluators have also been confronted with an increased array of questions and responsibilities. In the 1980s and 1990s, the task of evaluation took added significance when foreign competition entered the private sector in large scale and new, threatening trends developed. (What was the cause of the recent economic recession?) The evaluators of many projects and programs have also been confronted by managers and decision makers who have already committed themselves to certain courses of action.

The seminar will explore situational variations, methodological tools available in each case, procedural courses of action, the responsibilities that confront the various actors, as well as the need to make certain that the results of evaluation are being properly incorporated in the executive decisions in both private and public sector organizations.

**DYNM 639:           Leading the Virtual Organization**  
**Faculty:             Professor John Eldred, *Organizational Dynamics***  
**Curriculum Code:  DE, A3**  
**Certificate Code:   LM**

This course is experimental and unique. We will explore and create, through both experiential learning and observation of practitioner's experience, a data base and a set of principles for leading a virtual organization. The ultimate goal of this course is to create a body of knowledge for this field, and to have that body of knowledge incorporated and recognized in a separate Master's program which will be delivered as a distributed learning experience.

**DYNM 640:           Productivity and Performance**  
**Faculty:             Dr. Stephen Gale, *Political Science***  
**Dr. Mathius Kirchmer, *Organizational Dynamics***  
**Curriculum Code:  F2**  
**Certificate Code:   PR**

In many of today's organizations, the process of improving productivity and performance has become a big business. Quite apart from the myriad internal studies, task forces, reorganization efforts, re-engineering projects, and the like, there are countless external vendors and consultants who provide productivity and performance products and services to organizations of all types. Perhaps the best known are Business Process Re-engineering (BPR) and Business Process Engineering (BPE) which have been developed to

tackle the needs for broader-scale improvements. The adoption of Enterprise-wide Resource Planning (ERP) systems based on BPE has been a significant development. Not only does ERP ordinarily constitute a major investment of resources, it requires the adoption of a reconfigured view of the organization and the processes used in its design, structure, and operations. In this seminar, the rationale for ERP will be discussed in terms of its effects and impacts on productivity and performance in organizations. In order to illustrate the factors and considerations used in developing ERP systems, examples will be presented which employ SAP's R/3 system and the R/3 "Business Process Reference Models." In order to facilitate the review, additional examples will be presented which utilize the ARIS Toolset, a system designed to promote organizational review and simulation of alternative plans, strategies, and operating procedures.

**DYNM 640: Virtual Collaboration**  
**Faculty:** Dr. Ana Maria Reyes, *Organizational Dynamics*  
**Curriculum Code:** F2, A1  
**Certificate Code:** PR, LM

This **completely online 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: Dynamics of Global Financial Markets**  
**Faculty:** Dr. Tyyeb Shabbir  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 643: Managing Change**  
**Faculty:** Dr. Nancy Post  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 643: The Economy and the Organization: Interpreting Signs of Change**  
**Faculty:** Dr. Jan Lange, *Organizational Dynamics*  
**Curriculum Code:** F2  
**Certification Code:** UN

Every organization pursues objectives, and progressive managers contribute cost-effectively to their organizations' objectives. The resource costs of pursuing organizational objectives are lower during a time of economic expansion than during a recession. Timing of projects is, therefore, an important determinant of the projects' cost effectiveness.

The ability to read and interpret signs of change in the local, national, and global economies in which organizations function can make a difference in the evaluations of otherwise equally competent managers. This course is aimed at upwardly mobile (non-economists) managers who want to develop the ability to extract from the popular press signs of approaching economic change.

**DYNAM 644: Strategic Thinking, Planning, and Forecasting**  
**Faculty: Dr. Morris Hamburg, Wharton**  
**Curriculum Code: DE, A2**  
**Certificate Code: PR**

What types of new models for strategic thinking and planning have been developed to deal with rapid, volatile changes in markets, industries and organizations? How have some of these exciting ideas been linked to the practical concerns of managers to assist in shaping the competitive environment and the futures of organizations? How can managers use the concept of pace for change, as differentiated from speed, as an important component of strategy? What are best practices for using experience, while guarding against the trap of simply using past competitive frameworks and procedures? What is meant by "competing on the edge" as a strategic approach when change is relentless and the future seems too unpredictable for planning? How can we deal with change when it requires thinking about several different time horizons? How do the questions given above apply to your position and your organization?

This course deals with these and related questions and aims to foster critical judgment concerning the relationships among strategic thinking, strategic planning, forecasting, and the dynamics of organizations in the private and public sectors. Both qualitative and quantitative methods of forecasting are considered. There are no mathematical or statistical prerequisites for the course. A variety of methods including class discussion and case studies are used to ensure that participants, regardless of background, can think creatively about the topics and issues under discussion.

**DYNAM 645: Uses of History in the Global Society**  
**Faculty: Dr. Ewa Moraska, *Sociology***  
**Curriculum Code: F2**  
**Certificate Code: GL**

Living in the global era means that we meet and do business with people and organizations whose goals, preferences, and ways of operation are shaped by cultures and histories that are different from ours. In order to make well-informed decisions in our relations with them, we should understand who/what they are, where they are coming from, and where they are going. How do contemporary societies, their economies, workplaces, and personal relations reflect the developments in the past? In this seminar, we will explore how the past matters to the present by looking at national and group experiences and individual biographies of Americans, Europeans, Middle-Easterners, and Asians.

**DYNAM 646: Bringing New Technologies to Market**  
**Faculty: Professor Amy Wohl, *Organizational Dynamics***  
**Curriculum Code: A**  
**Certification Code: LM**

Each year, innovators attempt to bring dozens of new technologies to the mainstream, commercial market. Inevitably, most of them fail, but equally inevitably, a few of them succeed, sometimes spectacularly. Organizational professionals may be called upon to evaluate investments in new technologies in several ways. Some organizations may want to bring such new technologies to market embedded in new products. Other organizations will want to be pioneers in using new technologies to gain competitive advantage. Careful evaluation will be required to select the right technologies and provide them with the proper context to insure successful commercialization. This includes identifying promising candidates, considering packaging and design alternatives, understanding issues of timing and customer readiness, and looking at how pricing and distribution models are crafted. Choosing new technologies is just like making any other

investment. Organizations seek high rewards at acceptable risks. In this course, real-world examples of technologies that failed versus those that succeeded will be presented and analyzed. We will do this by examining the technologies in related pairs, i.e., by comparing the Apple Newton and the Palm Pilot. Participants are invited to bring interesting new technologies to the attention of the class.

**DYNM 647: Psychology of Conflict and Its Resolution**  
**Faculty:** Dr. Vivian Seltzer, *Social Policy and Practice*  
**Curriculum Code:** A  
**Certificate Code:** PR, LM

"What is life like without a good fight?" Conflict (expressed or unexpressed) is a fact of organizational life. It occurs between individuals and within and between groups and departments. It has both positive and negative purposes and ramifications. It can stimulate development and progress or retard it. This seminar examines psychological and social dynamics which are connected to conflict: e.g., power, leadership, personal needs, role, communication, etc., and looks at the situations and personalities involved. Readings also include theories of conflict and approaches to conflict resolution. Examples will be drawn from actual participant experience in a workshop experience. A background in psychology is not a requirement.

**DYNM 649: Dynamics of Teams**  
**Faculty:** Dr. Nancy Post  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 649: Practicum in Organizational Diagnosis, Part 2**  
**Faculty:** Dr. Nancy Zane  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 650: Psychology of Growth**  
**Faculty:** Dr. Vivian Seltzer, *Social Policy and Practice*  
**Curriculum Code:** A  
**Certificate Code:** LM

The focus of this course is an examination of how, where, and when psychological growth may be fostered intra-personally, interpersonally (in self and with others), within groups, and on the organizational level. We investigate dynamics of psychological growth, individually and as a member of a group, as presented in representative theories of development and in literature on the psychodynamics of interpersonal relationships and individual differences. We examine the impact of rapidly occurring social change on growth potential in the major social institutions, including the organization.

We begin with alternative definitions and conceptions about what growth is, its course, the forms it might take, and the variety of settings and strategies connected with its transmission. Throughout the semester, we will try to answer questions such as: What is psychological growth? What are its forms and manifestations? How do we recognize growth and encourage or discourage it? Do we recognize similar and varying growth needs? Do we recognize our own differences and do we acknowledge and respect these differences in others? Participants are encouraged to address the issues through case examples from their own organizations.

**DYNM 652: Enterprise Resource Planning in Global Business**  
**Faculty: Professor Steven Bauer**  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 652: Impact of Chess, Literature and Film on Organizational Dynamics**  
**Faculty: Dr. Vera Zubarev, *Slavic Languages and Literatures***  
**Curriculum Code: F2, DE**  
**Certificate Code: LM**

In this course we present pragmatic reasons that support greater understanding and use of literature and art in organizational decision making and problem solving. We examine 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. Our analysis will be informed by the contemporary theoretical tools elaborated by Dr. Aron Katsenelinboigen, Professor of Operations and Information Management in the Wharton School.

**DYNM 653: Dangerous Ideas: Multi-Culturalism and Family Values**  
**Faculty: Dr. Peshe Kuriloff, *English***  
**Curriculum Code: F2**  
**Certificate Code:**

Much has been written and pronounced about family values and their role in shaping American culture, mostly by politicians seeking high approval ratings. Politicians are not the only public figures with strong opinions about family values, however. Many contemporary writers have taken up the subject of the family, often in the context of the author's particular cultural community. These literary representations of family life in various American cultures offer insights into our social structures and fruitful material for discussion about a number of pressing social concerns. Unlike the work of sociologists or social psychologists, literature provides a different, more intimate, portrayal of social change. Through novels and stories, issues like race and gender conflict come alive, and readers are forced to confront the consequences of discrimination and oppression, for example, as they might befall potentially real people in our society. The ideas about family and culture being promulgated through the media today have potentially dangerous consequences for all of us. This course will examine these issues using some of the most provocative contemporary literary texts on these subjects, scrutinizing them for what they have to teach us about both our private lives and public policy. In addition to discussion of the content of the literary works assigned, we will also review articles that frame the debate about multi-culturalism and family values. Original research projects will enable students to explore how their workplaces have responded to the pressure to create diversity and family-friendly working environments.

**DYNM 656: Organizations as a Post-Modern System**  
**Faculty: Dr. Ivar Berg, *Sociology***  
**Curriculum Code: F1, F2**  
**Certificate Code: LM**

America's organizational landscape and its longtime "industrial structures" will continue to change dramatically in the next decades. From 1930-1995, "managerialism" and hierarchical organizations dominated the way business was structured, but this is no longer true. This course will examine some of the manifestations of changes, such as: a) the eclipse of unions and the growth of a contingent workforce; b) the de-bureaucratization of large corporations; c) the demise of oligopoly (where few producers dominate the market) in manufacturing; d) the emergence of oligopolistic structures in the services sector; and others. Participants will examine reasons for these changes, and more important, their present and future effects on U.S. industry, employment relationships, market structures, and corporate governance.

**DYNM 657:                    Understanding and Preventing Organizational Deviance**  
**Faculty:                     Dr. Stephen Dunning, *Religious Studies***  
**Curriculum Code:        F**  
**Certificate Code:         UN**

September 11, 2001, has made us all more aware of the many ways in which organizations can manipulate the behavior of their members. Some of them are commonplace, such as the Dynamics briefcases we give you to carry or hats we hope you wear, as a way of building spirit and loyalty. Some of these practices, however, put people in uncomfortable positions: ethical questions are raised and difficult decisions must be made. This seminar will explore the sorts of organizational practices that encourage members and employees to engage in unethical, unprofessional, or even violent behavior. Studies of religious cults and terrorist organizations will be utilized to forge an understanding of when the use of symbols and their meanings to shape behavior becomes invasive and unethical. The objective of the course is to enable participants to understand and to prevent deviant behavior in organizations.

**DYNM 658:                    Organizational Claimants**  
**Faculty:                     Dr. Ivar Berg, *Sociology***  
**Curriculum Code:        F1, A3**  
**Certificate Code:         LM**

As early as 1959, graduate education for American leaders urged that more attention be accorded to the differences among the claims of stockholders/owners and the innumerable other classes -- workers, clients, suppliers, victims, and so on -- whose circumstances are affected by decision-makers' policies and judgments. This challenge was first met by a cottage industry's production of ideas and proposals and, more recently, by a proliferation of presentations in print and on picture tubes, on "business responsibility," organizational ethics, and much more. In this course we will examine the force of these claims, addressed through the voluntary behavior of leaders and resulting in public policies and court decisions in a society in which the production of "rights, privileges and immunities" has been the life work of interest groups, idealists, lawyers, expert witnesses, sects, "talking heads," and "ists" of many stripes. Specific time will be allocated for consideration of the circumstances that are allegedly of "national interest," i.e., the stakes of all of us, in the face of an essentially unfettered global "economy" over which clearly no one has significant charge, in a world of more familiar national economies.

**DYNM 659:                    Interpretation and Decision Making**  
**Faculty:                     Dr. Stephen Dunning, *Religious Studies***  
**Curriculum Code:        A1**  
**Certificate Code:         UN**

What are people really saying when they express their views? How can we unpack spoken or written statements -- whether orders, speeches, memos, mission statements, articles, or books? The need for

interpretation is constant in professional, academic, and even personal communication. To make the best decisions we must be able to dig beneath the surface of relevant statements and writings in order to identify their assumptions and ramifications. Utilizing books and articles that deal with (1) styles of management, (2) different approaches to understanding how science and technology are related to human life and values, and (3) various interpretations of the meaning of myths and symbols in society, this course presents three types of interpretation and decision making: theoretical (oriented toward objective methods and "bottom line" results); transactional (oriented toward people, reciprocal relations, and communication); transformational (oriented toward creativity, and the paradoxical character of innovation). Participants are encouraged to learn to read and interpret with discernment, and to practice these skills in relation to their own workplace situations. Written work includes optional one-page focus comments and two required 7-page papers.

**DYNM 660:                   Managing Organizational Change**  
**Faculty:                    Dr. Foulie Perlmutter**  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 661:                   Linking the Entrepreneur with the Professional**  
**Faculty:                    Dr. Edward Shils**  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 663:                   Psychology of Identity**  
**Faculty:                    Dr. Vivian Seltzer, *Social Policy and Practice***  
**Curriculum Code:    A**  
**Certification Code:   LM**

What relevance does a positive sense of identity have to workplace productivity, comfort, retention, promotion, effectiveness, power, cooperation, competition? This seminar will examine the "who" in "who am I?" in the workplace and the "who" in "who are the others?" as well as the context of "work" and "workplace" as it affects a positive sense of identity and the relationship to success in the workplace. Readings will explore the theoretical origins of identity as well as the controversy of whether identity is stable and consistent, or whether the "situation" or the role one occupies at the workplace alters identity. Among topics studied through class readings and individual interest assignments will be basic attributes such as gender, age, and race. The class will consider how these attributes impact one's own sense of identity as well as how well the identities of co-workers, subordinates, superiors, and others are understood. During the course of the semester, questions like "are identity and personality one and the same thing?" and "what is the relationship between identity and character?" will be explored. "Individual" and "small-group" projects and papers of interest to the class will be assigned.

**DYNM 665:                   Art in Decision Making: Chess, Literature, and Film**  
**Faculty:                    Dr. Vera Zubarev, *Slavic Languages and Literatures***  
**Curriculum Code:    DE**  
**Certificate Code:     UN**

The process of decision-making comprises different stages, each consisting of particular styles, methods, and ways of connectivity. There are always losers and winners in the process of achieving goals. Who are

they? Why are some of them successful while others end in fiasco? Is a question of one's success or failure linked exclusively to the question of fate and chance? To what extent does the environment determine a certain outcome and what is the role of communication and the establishing of relationships?

This course is intended to bring critical thought on the notion of decision-making as a multi-stage process that integrates analysis and synthesis. The goal of the course is to provide participants with a concept that will assist them in approaching and solving their business tasks that go far beyond business relationships. To this end, the references to the game of chess and art will be made.

In addition to reading scholarly and literary works, during the course the discussion of two screen versions of Romeo and Juliet (1968 and 1996) will be accompanied by viewing some key episodes.

**DYNM 665: Art in Decision Making: Chess, Literature, and Film**

**Faculty: Dr. Aron Katsenelinboigen, Wharton**

**Dr. Vera Zubarev, Slavic Languages and Literatures**

**Curriculum Code: DE**

**Certificate Code:**

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**DYNM 666: Systems Thinking and its Implications to Management**

**Faculty: Dr. John Pourdehnad, Engineering**

**Dr. Russell Ackoff, Wharton**

**Curriculum Code: F1, A2**

**Certificate Code: PR**

This course discusses the origins and nature of systems thinking. Students will be apprised of the important historical and current management implications including new conceptions of a corporation and corporate planning. We will address the major corporate transformational design elements resulting from systems thinking including the democratic corporation, the internal market economy, multidimensional structure, learning and adaptation support systems, the illusion of panaceas, and the nature of transformational systemic leadership.

**DYNM 666: The Art and Science of Negotiation**

**Faculty: Dr. Foulie Perlmutter**

**Curriculum Code:**

**Certificate Code:**

**DYNM 668:**            **Race, Ethnicity, and the Workplace**  
**Faculty:**             **Dr. Michael Katz**  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 672:**            **A Systems Approach to Crisis Preparation and Organizational Resilience**  
**Travel:**               **New York City**  
**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 674:**            **Practicum on Sociological and Psychological Contexts**  
**Faculty:**             **Dr. Harold Bershady, *Sociology***  
**Curriculum Code:** **DE**  
**Certificate Code:**    **PR, LM**

To be an effective internal consultant, one must know how to collect and evaluate critical information in order to make recommendations and decisions. The goal of this practicum is to give participants experience in applying valid methods of appraising the sociological and psychological contexts of their own organizations. Focusing on the relations among employees and between employees and supervisors, participants will choose and analyze a topic such as satisfaction, morale, productivity, and mentoring as it relates to their professional setting, using the principles and research methods learned in this and other Organizational Dynamics courses. Readings, discussion, and critiques of one another's work will provide the basis for better evaluation of research, consulting, and strategies for effective organizational design.

**DYNM 676:**            **Supreme Court and Great Principles That Shape Organizations**

**Faculty:** Dr. John Keene  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 677:** Negotiation Practicum  
**Faculty:** Dr. Foulie Perlmutter  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 678:** **The Value of Innovation: Intellectual Property, Creative Destruction and Developing Value as Organizational Foundations**  
**Faculty:** Professor Lawrence Husick, *Organizational Dynamics*  
**Curriculum Code:** A2  
**Certificate Code:** UN

Organizations which seek to create value for their stakeholders must do so using available capital resources: financial capital, human capital, and intellectual capital. They should manage resources to gain leverage and maximize value realized. They then seek to defend and control the value created. Why, then, do most organizations treat innovation (and innovators) in ways similar to the human body's immune system (i.e., by identifying the innovators, isolating them, killing them, and ejecting them from the organization)? This course will explore innovation, invention, and value creation as a driving force in the "New Economy" and the ways in which managers should plan to take full advantage of innovation as the only true competitive weapon for long-term success.

**DYNM 678:** **The Value of Innovation: Intellectual Property, Creative Destruction and Developing Value as Organizational Foundations**  
**Faculty:** Professor Lawrence Husick, *Organizational Dynamics*  
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**DYNM 680:** **Organizational Roles**  
**Faculty:** Dr. Stephen Gale, *Political Science*

**Curriculum Code: F1**  
**Certificate Code: UN**

Organizations require new ways of looking at how responsibilities and human resources are reflected in formal organizational structures, taking into account the real ways the work of the organization is getting done. An example of a major management change is the restructuring caused by the demands of performance and quality requirements. In order to understand the logic behind the restructuring of roles and functions, organizations must examine their design, their reasoning, and their approaches to management structure. This seminar aims to: (1) examine organizational design in terms of the use of organization charts based on actual responsibilities and reporting requirements; (2) develop alternative approaches to organizational hierarchies; and (3) analyze the roles and relationships of the components of an organization in terms of the capabilities for improving effectiveness and efficiency.

**DYNM 682: Ethical Dilemmas and Organizational Values**  
**Faculty: Professor Andrew Lamas, *Organizational Dynamics***  
**Curriculum Code: F1, F2, A3**  
**Certificate Code: LM, PR**

Ethics, at its core, is about what we want to become. By extension, organizational ethics reveals what matters most to us about the institutions where we work and live. With a deeper understanding of our own ethical views comes an enhanced ability to evaluate, accept, resist, and change. In light of participants' experiences in organizations, this seminar will examine the great ethical and religious traditions as well as selected problems in the contemporary corporate arena. Particular attention will be given to the paired concepts of profit maximization/social responsibility; efficiency/democracy; stock ownership/workplace participation; equality/merit; free markets/social regulation; private property/public welfare; individualism/community; materialism/spirituality; and others. This wide-ranging inquiry will consider sources as varied as: Plato's Republic and papal encyclicals; Aesop's Fables and aerosol spray; the Ten Commandments and corporate mission statements; Betty Friedan and Milton Friedman; Karl Marx and the Keebler elves; Michael Jordan and Maya Angelou; Paulo Freire and Peter Drucker; Emile Durkheim and Duke Ellington; Mother Teresa and Martha Stweare; Star Trek and the Stoics; the Exxon Valdez and Juan Valdez; Hanna Arendt and Armand Hammer; Robespierre and Robin Hood; Enron and the Internet.

**DYNM 684: Organizations and their Social and Psychological Contexts**  
**Same as DYNM 634 (Used as 2<sup>nd</sup> Section)**  
**Faculty: Dr. Harold Bershady, *Sociology***  
**Curriculum Code: A2**  
**Certificate Code: GL**

**DYNM 685: Contemporary Communications: Credibility, Accuracy/Inaccuracy**  
**Faculty: Dr. Paul Korshin, *English***  
**Curriculum Code: A1**  
**Certificate Code: LM**

The purpose of this seminar is to study how individuals and organizations deal with documentary and oral information of various kinds to make evaluations about the validity of projects and to teach the skills of credible evaluation. We will discuss the different kinds of evidence that a professional may encounter in his

or her work; we will analyze the kinds of problems that can affect the validity of that evidence; and we will study how to make accurate evaluations by examining various situations dealing with textual or oral evidence. A major goal of the seminar is for the student to learn to make credible evaluations of various kinds of evidence.

**DYNM 686: Cultural Contexts of Organizational Attitudes in China and Japan**  
**Faculty: Dr. Stephen Dunning**  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 687: Cultural Influences on Organizational Practice**  
**Faculty: Dr. Stephen Dunning, *Religious Studies***  
**Curriculum Code: F**  
**Certificate Code: UN**

Attitudes, values and behaviors in business are shaped by many cultural factors. One of the most important and least understood is the role of religious tradition. Often contemporary Americans are unaware of how the religious background of a family and ethnic group can continue to influence even those who no longer practice the religion. To deal successfully with individuals from diverse religious backgrounds, it is important to know how their tradition has shaped thinking about such matters as organizational authority, individual initiative, group/corporate identity, success and failure, communication, criticism, and advertising. This seminar examines the beliefs and values of Jews, Christians, and Muslims in relation to their organizational attitudes and behaviors. The seminar will use videos, and selections from the following: Huston Smith's *The World's Religions*; autobiographies by Malcolm X., Vanessa Ochs, and Chuck Colson; and general analyses of business ethics and organization principles in the three traditions.

**DYNM 688: Students, Workers. And Companies for the 21<sup>st</sup> Century Economy**  
**Faculty: Theodore Hershberg, *Public Policy and History***  
**Curriculum Code: F1, F2**  
**Certificate Code: LM**

The course will examine why highly skilled human capital is becoming the dominant source of comparative advantage for everyone from individuals to corporations to nations, and will explore how organizations of all types can respond to the human capital development challenge. Global competition and technological changes that favor the better educated already explain between 60 and 70 percent of America's growing income inequality, which finds the top fifth of American families doing well, the second fifth largely stagnant, and the bottom three-fifths losing ground. We will review the four components of our human capital development system (K-12, post-secondary training, higher education, and on-the-job learning) and hear from guest lecturers prominent in each of these fields. And we will examine the new social contract emerging in corporate America, which leaves employees responsible for building new skills and companies responsible for supplying the information and opportunities to develop them. In the course research paper, students can pursue related interests, but are encouraged to focus on how their own company or organization can best develop its human resources.

**DYNM 690: Theories of Empowerment: A Critical Assessment**

**Faculty:** Dr. Virginia Vanderslice, *Organizational Dynamics*  
**Curriculum Code:** F  
**Certificate Code:** LM

Empowerment has become a catch-word meaning everything from teamwork to autonomous work groups to all manner and form of employee participation, from serious to bogus. While there seems to be a consensus that empowerment strategies are good for people and for productivity, there is a lot of confusion about both what is expected and how to achieve it. In fact, empowerment is often a euphemism for downsizing and/or getting fewer people to do more work for less reward. This course analyze what empowerment is, and what companies really mean when they say they want to empower their employees.

The course will be organized around three major topics: (1) defining empowerment in terms of its organizational, management, and social psychological meanings; (2) developing a theory of how empowerment occurs, assess whether organizational change efforts are really empowering or only pseudo-empowerment, and whether the claimed effects are real; and (3) developing a set of criteria for truly empowering employees which will be applied by participants to their own workplaces.

**DYNM 691:** Small Group Processes, Leadership, and Effectiveness  
**Faculty:** Dr. Elsa Ramsden, *Associate Professor Emeritus, Physical Therapy*  
**Curriculum Code:** DE, A  
**Certificate Code:** PR, LM

We survive in the work world not by our own devices alone, but through the interaction of individuals working as a group toward common goals. Using a group process format, we will look at how individuals work together, addressing questions such as: What individual behaviors contribute to the success of groups in accomplishing tasks? What group behaviors are productive and which interfere with the task? Who belongs to the group and who does not? We will examine how people in small groups influence one another through direct, generally face-to-face contacts. Participants will develop and report on projects relevant to their own work or home environment. Readings will include a retrospective on the field of human relations and group dynamics, the social psychology of group process and group dynamics, with specific application to the world of work and complex organizations.

**DYNM 692:** Organizational Consultants: Models of Intervention  
**Faculty:** Dr. Jean-Marc Choukroun, *Organizational Dynamics*  
**Curriculum Code:** A2  
**Certificate Code:** PR

**DYNM 693:** E-Economy: Economic, Social and Political Implications  
**Faculty;** Dr. Joseph Friedman  
**Curriculum Code:**  
**Certificate Code:**

**DYNM 697:** Information Technology and Organizational Structure  
**Faculty;** Dr. Ralph Ginsberg

**Curriculum Code:**  
**Certificate Code:**

**DYNM 697:**           **Public Policy and the Workplace**  
**Faculty:**           **Dr. Peshe Kuriloff, *English***  
**Curriculum Code:** **A1**  
**Certificate Code:**

**DYNM 696**           **Organizational Learning and Knowledge Management**  
**Faculty:**           **Dr. John Pourdehnad, *Engineering***  
**Curriculum Code:** **F1, A2**  
**Certificate Code:**   **PR**

This course describes and familiarizes students with organizational learning (OL) described as the set of processes and structures that help people create new knowledge, share their understanding, and continuously improve themselves and the results of the enterprise. OL builds competencies for supporting transformation throughout the organizational system. Most important, it considers human, operational, and technical issues at work, including ways to build processes and structures that deal with philosophical, psychological, and sociological forces at play in every organization.

**DYNM 697:           The Business of Coaching**  
**Faculty:             Dr. William Wilkinsky, *Organizational Dynamics***  
**Curriculum Code:  A2, A3**  
**Certificate Code:   PR, LM, OC**

Executive coaching, a confidential one-on-one process commonly used to help clarify values and vision, enhance leadership skills, and increase one's organizational impact, is a multi-billion dollar business and the fastest growing component of organization consulting. However, organizations use coaching for many other reasons including to remediate unproductive but valuable personnel, to guide high-potential "future" leaders as part of succession planning, and to assist managers or executives in transition to new responsibilities. In this course we will examine the business of coaching from the perspective of the organization (i.e. the buyer) and the coach (i.e., the seller).

We will study (1) how to select a candidate to be coached (the "coachee"); (2) how to select a coach; (3) how to match a candidate to a coach; (4) how to market a coaching program within one's organization; (5) how to manage a coach; (6) coaching roles, responsibilities, and ethics; (7) how to assess coaching outcomes; (8) how to market oneself as a coach; (9) establishing a coaching business plan; and (10) how to formalize a coaching engagement or contract.

**DYNM 698:           The Burden of Proof: Evidence and Discourse in Contemporary Life**  
**Faculty:             Dr. Paul Korshin, *English***  
**Curriculum Code:  F1, A1**  
**Certificate Code:**

Organizations think in writing, whether they are profit or non-profit, governmental or private. Reports, mission statements, press releases, and every form of printed communication originate as masses of evidence which professional people gather, evaluate, and arrange so that they can prove something. Yet professionals often lose sight of how we prepare to think in writing, how in fact we persuade and prove our arguments to a specialist or, with greater difficulty, a non-specialist audience. This process forms the burden of proof, the way people prove things, whether in ordinary discussion, in legal reasoning, or with statistics. Key points involve consistency in gathering evidence, fairness in presenting it, and learning to avoid fallacies and distortions. How do people misuse statistics? When does apparently convincing evidence not count? How do lying and propaganda operate? The course concentrates on the various types of evidence and the many routes by which proof can go astray -- the distortions of proof -- and, through the use of numerous examples, analyzes how the professional can learn to convince his or her contemporaries

**DYNM 704:           China in Transition, Greater China, and the US – West**  
**Faculty:             Professor Jacques deLisle, *Law***  
**Course Number CHANGED to 724**

**DYNM 705            Capstone Course**  
**Faculty:             Dr. Larry M. Starr**  
**Curriculum Code:  CAP**  
**Certificate Code:   Open**

This course requires the student to study a topic of their own choice, discuss their progress with the class (in regular meetings), and to deliver a final paper that meets the following criteria:

- Makes an argument, describes or summarizes a position that is unique, original, or which directly applies to the student
- Uses primary sources or applies to a primary organization as much as possible
- Conforms to the style and format of good academic writing and the MSOD Capstone Presentation Guidelines
- Allows a student to demonstrate competencies gained from the courses completed in the Organizational Dynamics program

**DYNM 798:001      Work, Workers, and Organizational History in the United States**

**Faculty:**            **Dr. Walter Licht, *History***

**Curriculum Code:**   **F1, F2**

**Certificate Code:**    **LM**

The twenty-first century American workplace has been shaped by two centuries of developments. That is the central premise of this seminar, and the importance of historical perspective is stressed. Topics to be considered include: capitalist transitions and working-class formation in the antebellum U.S.; class conflict in the late nineteenth century and organizational change; the transformation of work under corporate capitalism, hegemonic and dialectical views; the American workplace historically through the lenses of immigration, ethnicity, race, and gender; the New Deal political economic order and labor relations; workers in contemporary America, deindustrialization, and the eclipse of trade unionism; and Philadelphia as a historical case study in the organization of work and labor markets.

**DYNM 798:002      International Management**

**Faculty:**            **Dr. Louis Padulo, *Organizational Dynamics***

**Curriculum Code:**   **F1, F2, A3**

**Certificate Code:**    **LM, GL**

This course covers the philosophies, concepts and practices of management within selected developed and developing nations. Political, economic, cultural, legal and social institutions of host countries are studied as well as the ethics of multi-national business enterprise at home and abroad. Cases and projects on outsourcing and off-shoring are presented.

**DYNM 798-003:      Special Topics: Advanced Research on Strategic Outsourcing**

**Faculty:**            **Eric Van Merkensteijn**

**Curriculum Code:**   **A2, A3, F1, F2**

**Certificate Code:**    **GL, LM, PR**

**PREVIOUSLY OFFERED INTERNATIONAL COURSES**

**DYNM 724:            China in Transition, Greater China, and the US – West**

**Travel:**            **San Francisco**

**Faculty:**            **Professor Jacques deLisle, *Law***

**Curriculum Code:**   **F**

**Certificate Code:**    **GL**

This course will study the far-reaching changes that have transformed China in recent years and, in the process, altered Chinese relations with the U.S. and with American individuals and entities. Participants will explore a series of complex and interrelated issues through meetings in the San Francisco Bay area with government officials from the U.S., China, Hong Kong and Taiwan; business leaders; prominent scholars; and representatives of major international organizations, foundations, educational institutions and other non-governmental organizations involved in China's internal reforms and international opening, and coping with their consequences at home and abroad. Topics to be addressed include: Economic Aspects and Consequences; Political and Social Aspects; Integration of China and Greater China; and, People Across Borders.

**DYNM 748: Greek Economy, Business Opportunities, Health Systems and Culture**

**Travel:** Athens  
**Faculty:** Dr. Anthony Tomazinis, *Design*  
**Curriculum Code:** F, A  
**Certificate Code:** GL

Greece, at the most southern part of Europe, is the only member of the EU without a land frontier with another member. It is said that approached from the East, Athens is the first European city, and approached from the West, it is the first oriental city. This interplay of culture places Athens as the main interface between Greece and the rest of the world, providing a window between East and West. The seminar will be based in Athens, the capital city, which dominates the economic, cultural, and political life of Greece and where a large portion of Greece's industrial/business activity is concentrated. The topics presented and discussed will examine the Greek economic system, the relationships with both the Middle East and the European Union, the business opportunities the country presents, the social institutions and the cultural life of its citizens. Site visits and presentations will give the participants an opportunity to experience the ancient culture, the preparations for the Olympic Games of August 2004, the delivery of the health care services, and the natural beauty of this sea-based nation.

**DYNM 749: Baltic Region: Phoenix by the Sea**

**Faculty:** Dr. Henry Teune  
**Curriculum Code:**  
**Certificate Code:** GL

**DYNM 750: Ireland: The Celtic Tiger**

**Faculty:** Dr. Stephen Gale  
**Curriculum Code:**  
**Certificate Code:** GL

**DYNM 751: Mexico City: NAFTA and Beyond**

**Faculty:** Dr. Thomas Reiner  
**Curriculum Code:**  
**Certificate Code:** GL

**DYNM 757: Rome, Italy and the European Community**

**Faculty;**                   **Dr. Peter Steiner**  
**Curriculum Code:**  
**Certificate Code:**   **GL**

**DYNM 780:**               **Great Britain, the European Community and the US**  
**Travel:**                   **London and Oxford**  
**Faculty:**                   **Dr. Paul Korshin, *English***  
**Curriculum Code:**   **F2**  
**Certificate Code:**   **GL**

Great Britain has long been the entrance to the continent of Europe for American professionals. Language, cultural and historical affinities and the special relationship between the governments of the US and UK account for the close partnership between our two nations as we move through the new millennium. There are similarities between the US and the UK, but there are great dissimilarities as well. The two countries have approached entrepreneurial circumstances, healthcare, national welfare systems, discrimination against minorities, and the everyday transaction of business in different ways; sometimes the differences are profound.

This course will afford participants the chance for meetings with British academics, professionals and colleagues in the European community. Visits to British institutions will permit participants to learn what problems organizations face in dealing with the European community, international finance and credit, state and government offices, and the Euro-cultural milieu.

**DYNM 781:**               **A French View of Business and Organizations**  
**Faculty:**                   **Dr. Jean-Marc Choukroun**  
**Curriculum Code:**  
**Certificate Code:**   **GL**