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| |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | |  |  | | --- | --- | | **Unit 1 - Assignment 1** | | | **Assignment Type:** | Individual Project 2 | | **Deliverable Length:** | 2-3 Pages | | **Points Possible:** | 50 | | **Due Date:** | 7/26/2009 11:59:59 PM | | Review the following example:  **OD in Practice: Can Steve Jobs Keep His Mojo Working?**  *Can chief executive Steve Jobs provide a permanent reprieve for Apple Computer, Inc.? Jobs has brought Apple back from the verge of oblivion, racking up profits and restoring Apple's image with the innovative iMac and iBook. Apple stock has increased more than 8 times since Jobs returned.*  *Now it's time for his next act. Before an adoring crowd at the Macworld Expo in New York, Jobs unveiled a long-awaited notebook version of the iMac aimed at consumers and students. (The two-toned iBook is priced aggressively and available in either blueberry-and-white or tangerine-and-white plastic). "It's a rocket ship," Jobs brags. The iBook fills in the last piece of a product road map Jobs had outlined earlier. Its success could restore Apple's luster in portable computers - as the iMac did on the desktop. And thanks to "being cool," Apple gets away with charging up to 25 percent more than competitors for a similarly equipped machine.*  **CHARISMATIC LEADERSHIP**  *In the past, many felt that Steve Jobs' charismatic leadership and idiosyncrasies caused some internal problems. At Apple, he was seen as a leader whose brilliance and idealistic vision of "providing computers as a tool to change the world," drew other talented people to him. Yet, by the same token, his management style tended toward throwing tantrums and to berating and humiliating employees who disagreed with his ideas. Also, his habit of making decisions and then suddenly changing his mind has been given as part of the reason he is difficult to work for.*  **WHAT'S NEXT?**  *But is the iBook enough to sustain Apple's momentum? Most analysts think so - at least for now. Admittedly, like all computer makers, Apple is operating in a pricing environment so brutal that some PCs are now offered for free in conjunction with multiyear Internet service contracts.*  *More important, it could be a new vehicle for rebuilding market share. Even after Apple's turnaround, the company still sells fewer than 4 percent of the world's PCS, says researcher Dataquest Inc. What's more, the opportunity in portables is particularly promising: After all, in the early 1990s, Apple PowerBooks were top sellers. But Apple had quality and manufacturing problems and ceded leadership in the category to IBM and Dell. Its share plunged to just 2.3 percent by 1997.*  **CREATING DEMAND**  *Under Jobs, Apple has regained ground in traditional desktop strongholds such as graphic arts and rolled out pricey new PowerBooks aimed at professionals. However, the biggest growth opportunity for PCs today is among consumers - especially novices. The iMac has already attracted many such customers, and Apple is trying to do the same for portables - where sales are now growing 33 percent faster than sales of desktop PCs.*  For this assignment you are to answer the following questions:   1. Is this an example of organizational renewal or transformation? Why? 2. Do entrepreneurs like Steve Jobs have to leave large organizations to achieve innovation, or can they successfully transform larger companies? Why? 3. What adaptive orientation was used? Support your answer.   **Please submit your assignment.** | | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | |  |  | | --- | --- | | **Unit 1 - Assignment 2** | | | **Assignment Type:** | Discussion Board | | **Deliverable Length:** | 8 Paragraphs | | **Points Possible:** | 50 | | **Due Date:** | 7/26/2009 11:59:59 PM | | You must complete the activity in class materials to complete this assignment. Go to multimedia course materials, Unit 1, click on the activity button, and follow the directions in the activity. After completion of the activity answer the following questions:   1. Based on your rankings what employee characteristics did you value highly and which did you view as less valuable? (1 paragraph) 2. How did your values compare to the executive group's? (1 paragraph) 3. What type of culture is likely to be the end product if layoffs proceed using your rankings? (1 paragraph); the executive group's rankings? (1 paragraph) 4. Why is culture important anyway? (1 paragraph) 5. What are some of the legal and ethical issues that must be kept in mind when making layoff decisions? (2 paragraph)   **In your own words, post a response to the Discussion Board and comment on other postings. You will be graded on the quality of your postings.** | | |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | |  |  | | --- | --- | | **Unit 1 - Assignment 3** | | | **Assignment Type:** | Individual Project | | **Deliverable Length:** | 3-4 Pages | | **Points Possible:** | 100 | | **Due Date:** | 7/26/2009 11:59:59 PM | | Using the Internet, Library, and/or personal experience, select an organization that is fairly well known to most people. Based on information obtained at the organization's web site, anecdotal information, and personal experience, you are to:   1. Describe the artifacts you find or recall that define the culture. 2. Indicate what these artifacts reveal to you about the shared values and basic assumptions of the organization you selected.   As with all situations throughout this course, in which you are referring to someone else's writing, cite any sources used and format them according to the requirements of the APA style guide.  APA Format assistance is available using the following:   * Choose Library from the top navigation bar * Choose APA from the left navigation bar * Several choices of Example Sources appear   Writing Assistance is available from the Writing Lab, please use the following directions to access this information:   * Choose Labs from the top navigation bar * Choose College English Learning Lab * Choose Resources from the left navigation bar   **Please submit your assignment.** | | | |

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| **Presentation** |
| **Presentation: Corporate Change** |
| Organizational development is about planned change in the organization. In order to remain competitive and adapt to the changing market demands, organizations are finding themselves having to change the way they do business. This unit addresses issues of change by focusing on reinventing the corporation, the challenges of change, and the impact of change on corporate culture.  **Reinventing the corporation**  Corporate leaders are looking for ways to take advantage of an organization's capabilities, grow business and stay ahead of the competition. They are looking for more than veiled improvements, quick fixes, and fad programs. In order to succeed in this effort, organizations are actually reinventing themselves. This means that companies are making long range, strategic plans and core changes to the way they do business which requires a systematic approach to organizational development. Organizational development is a long-range effort to improve an organization’s problem-solving and renewal processes. Through instituting changes, companies take on new characteristics in vision, mission and process. This does not, however, always happen seamlessly.  **The Challenges of Change**  Where there are changes there are challenges. Organizations are systems and when the smallest change is implemented; its effects are felt throughout the organization. Unfortunately, there are numerous external factors that often pressure organizations to change such as; technology, competition, social trends, increasing diversity within the workforce, economic shocks, and unpredictable world politics. The challenge for organizations is keeping up with the pace at which change is occurring without running the risk of destabilization.  The truth is that organizations must be able to maintain equilibrium between stability and innovation. The challenge is to remain balanced enough to give a sense of being grounded without becoming stuck and unable to respond to changes in the environment. Stability should not be such that it eliminates innovation.  While reactive ability is necessary, managers must do more than that, they must also be able to anticipate the changing patterns of people, markets, products and technology. Another challenge, then, is actively creating a climate within the organization that embraces creativity and innovation. Accepting this as an overhead budget condition requires commitment from top level management.  **Changing the Corporate Culture**  Organizational culture is described as, "The way we do business around here." Before the early 1980s the issue of culture was restricted to anthropology. Organizational culture, however, became an organizational concern after the publication of Deal and Kennedy’s book, *Corporate Cultures; The Rites and Rituals of Corporate Life.* Today corporate culture is referred to in terms of norms, shared values and basic assumptions understood and shared by members of the organization. As change is discussed, the impact on corporate culture needs to be taken seriously. In fact, the focus of organizational development is to improve an organization's self-renewal process so managers can quickly initiate changes to the corporate culture to meet emergent problems. Tomorrow's leaders are likely to be those who are flexible, innovative, and able to conceptualize both the necessity of change and the impact change will have on all the facets and members of the organization itself.  **Source:**  Deal, T. & Kennedy, A. (1982). *Corporate cultures: The rites and rituals of corporate life.* Reading, Mass.: Addison-Wesley Publishing Co. |

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| **Questions and Answers** |
| Question #1 **How can I find out about an organization's culture and know if there is a fit for me in the organization?**  Do homework ahead of time. Talk to former employees, members of professional trade associations to which employees belong and check out the Web site. Observe the physical surroundings. Pay attention to signs, pictures, the style of dress, length of hair, openness between offices, office furnishings and arrangements. Who have you met with and how did they want to be addressed? How would you characterize the style of the people you met? Formal? Casual? Serious? Jovial? Does the organization have formal rules and regulations printed in am How detailed are the policies?    Ask questions of people you meet. The most valuable and reliable information will come from asking the same questions of many people and evaluating how closely their responses align. Some of those questions should include the background of the current managers, how the boss defines his/her job, and fairness in terms of reward allocations. Other valuable questions might include the following: describe a decision that someone made here that was well received; describe a decision that didn’t work out well and how did top management respond to a critical event that occurred recently in the organization?  Question #2 **Do organizations have uniform cultures?**  According to Stephen P. Robbins, author of *Organizational Behavior,* “organizational culture represents a common perception held by the organization’s members” . Organizational culture has common properties but they can have subcultures. For example, larger organizations have a dominant culture, but often with numerous subcultures. The dominant culture expresses the core values shared by the majority of employees. The subcultures tend to develop in large organizations to reflect common situations and experiences that members face. These are often defined by department designations. If an organization’s subcultures are in place but there is no dominant culture, the organization’s culture is significantly lessened because there is no uniform interpretation of what is appropriate and inappropriate behavior. It is the “shared meaning” aspect of culture that makes it such a potent device for guiding and shaping behavior (Robbins, 2001).    Source Robbins. S. P. (2002) *Organizational Behavior.* Upper Saddle River, NJ: Prentice-Hall.    Question #3 **Are there any potential drawbacks to a strong culture?**  Consistency of behavior is an asset to an organization when it faces a stable environment. However, when the environment is dynamic and changing an organization’s entrenched culture may be inappropriate. The strong culture makes it difficult to respond to changes in the environment. Strong cultures can become barriers to change.    Strong cultures put considerable pressure on employees to conform. They limit the range of values and styles that are acceptable. Organizations seek out and hire diverse individuals because of the alternative strengths these people bring to the workplace. Yet these diverse behaviors and strengths are likely to diminish in strong cultures as people attempt to fit.  A number of acquisitions consummated in the 1990s have failed. The primary cause is conflicting organizational cultures. Historically key factors management looked at in making acquisitions or mergers were related to financial advantages or product synergy. In recent years, cultural compatibility has become a primary concern.  Source: Robbins. S. P. (2002) *Organizational Behavior.* Upper Saddle River, NJ: Prentice-Hall.  Question #4 **What is the implication of organization renewal and organization transformation for today’s organizations?**  Organization renewal or development is an ongoing process of being ready for change, preparing for change, expecting change, and learning to adapt to change. An organization must have planned change in order to survive. This process is called evolution. Organization transformation, on the other hand, is defined as the action of changing the organization’s form, shape, or energy to cope with unplanned changes. In today’s organizations, this is called “revolution,” and survival rates are low. Question #5 **What is the difference between managerial efficiency and managerial effectiveness?**  Efficiency is aimed at short-term goals such as productivity and profitability—in making the most efficient use of resources. Effectiveness refers to those actions aimed at furthering the organization’s long-term goals. In excellent organizations members are working toward both, but in some organizations short-term goals or efficiency is overemphasized at the expense of longer-range results. For example, a firm might look more profitable by cutting its research staff and advertising budget, but in the long term, the company will lose to more farsighted competitors. Question #6 **What are the basic sources of ethical conflict facing the organizational consultant?**  One important factor to recognize is that the success of the organizational development program is, to a large extent, contingent upon the fit between organizational development values and those of the organization This is so primarily because in order to achieve organizational development goals, practitioners must consider certain ethical or value implications of their role in initiating a change program. Three basic sources of potential conflict are the degree of value congruence, the politics of change, and the ethics of control Let’s look at these separately.     * **Value Congruence:** The practitioner’s values may not be compatible with the organization culture of the client. Any practitioner brings a certain set of morals and values to the organization which operates with its own set of values and goals. The question, then, is the degree to which one’s personal values are congruent with those of the client.      * **Politics of Change:** Because organizations are political systems, ethical consideration for the practitioner is the question of choice in deciding to implement a change program. Because change has the potential to disrupt the current balance of power, affect the livelihood, and disinvest some organizational members, the organizational practitioner cannot afford to ignore the reality of power and politics in implementing change.      * **Ethics of Control:** Yet another potential source of value conflict revolves around which of the goals of an organizational development program is likely to be given priority. The challenge for the OD practitioner is to try to develop a balanced intervention — one where member rights and well-being are considered, as well as improvements in productivity.     Underlying the challenges and dilemmas of organizational development is a set of values about the nature of human beings and their positions in an organizational context.  Question #7 **What are the primary differences between planned and unplanned change?**  In any dynamic environment, change is unavoidable. The pace of change, in fact, has become so rapid that it is often difficult for modern organizations to adjust or compensate for one change before another becomes necessary. As the technological, social, and economic environment continues to change, any organization will be able to survive only if it can effectively respond to changing demands.    The primary types of responses include both planned and unplanned change. Planned change involves the consideration of long-term goals, individuals’ needs, and preparation for change; while unplanned change means constant “surprises” that are upsetting to individuals and could undermine the organization’s objectives.  In today’s environment, companies seeking to be successful and survive are faced with the need to continually introduce changes. Remember, that change is an inevitable feature of an organization’s landscape. While there are still likely to be surprises, the successful organization will be committed to continual improvement and evolution and has a plan in place to accommodate those processes. |

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| **Resource Links** |
|  **Basic Context for Organizational Change** (http://www.mapnp.org/library/mgmnt/orgchnge.htm) This information attempts to provide some basic perspective about the concept of organizational change. |
|  **Better Living Through Culture** (http://www.optimizemag.com/issue/001/culture.htm) This article examines the effects of corporate culture. |
|  **Change Management 101: A Primer** (http://home.att.net/~nickols/change.htm) The purpose of this paper is to provide a broad overview of the concept of “change management.” |
|  **Change Management Overview** (http://www.change-management.com/change-management-overview.htm) This article provides an overview of change management and a guide to other resources. |
|  **Culture Change, Organizational Development, Business Environment Improvement** (http://humanresources.about.com/library/blindexculture.htm) A list and links of About.com articles are available on this page. |
|  **Culture Change: Summary of Key Thinkers’ Ideas** (http://www.change-management.net/index.html) This is a set of notes about culture change, summarizing the key ideas of the authors cited. |
|  **Definition and History of Change Management** (http://www.change-management.com/tutorial-definition-history.htm) This tutorial is designed to help explain the history and evolution of change management, and discuss why it is a required competency for today’s business operations. |
|  **Frequently Asked Questions About Change** (http://www.change-management.com/tutorial-faq.htm) This tutorial presents key concepts from the Employee's Survival Guide to Change. |
|  **Model for Change Management** (http://www.change-management.com/tutorial-adkar-overview.htm) This tutorial presents an overview of the ADKAR model for change management. This diagnostic tool helps employees understand where they are in the change process. |