

EADU 8200

Theory and Practice of Educational Change

Lifelong Education, Administration, and Policy

University of Georgia

Summer, 2006

Faculty

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Course Description

Individual and collective meanings of change, theory, and practice of organizational change and development in a variety of educational settings.

Course Texts

Burke, W. W. (2002). *Organization change: Theory and practice*. Thousand Oaks, CA: Sage.

Friedman, T.L. (2005). *The world is flat*. New York: Farrar, Straus, & Giroux.

Gladwell, M. (2002). *The tipping point*. New York: Little, Brown, & Co.

Goals

- 1) Understand the issues, theories, and practices related to organization development and change.
- 2) Develop abilities in research and writing
- 3) Build skills as an effective team member

Objectives

- 1) Undertake and analyze a personal experience of change
- 2) Describe leadership issues related to organization change
- 3) Become familiar with both scholarly and popular literature regarding change
- 4) Apply organization change principles to the work setting

Academic Honesty

All academic work must meet the standards contained in “A Culture of Honesty.” All students are responsible to inform themselves about those standards before performing any academic work. Refer to the graduate catalog, graduate school website, and student handbook for further information regarding academic honesty.

Syllabus

The course syllabus is a general plan for the course; deviations announced to the class by the instructor may be necessary.

Persons with Disabilities

Students with disabilities who require reasonable accommodations in order to participate in course activities or meet course requirements should contact the faculty to discuss any concerns.

Grading Standards

90 – 100	points	A
80 – 89	points	B
70 – 79	points	C
60 – 69	points	D
00 – 59	points	F

Incompletes will not be given except in the rare case of a medical emergency.

Assignments and Learning Opportunities

- 1) Individual Change Project (25 points)
- 2) Reflection Paper (25 points)
- 3) Team Project (25 points)
- 4) Postings & participation (25 points)

Course Schedule

Discussion questions will be posted on the date indicated. You will have the following six days to complete the responses/postings.

The team projects, including the PowerPoint overview and the questions for discussions, will be posted on the date indicated. You will have the following six days to complete the responses/postings.

<u>Date</u>	<u>Discussion Topics</u>	<u>Readings</u>	<u>Assignments due</u>
6/7	Defining organization change History	Burke: 1, 2	Discussion questions
6/14	Theoretical foundations Nature of change <i>Tipping point</i> principles	Burke: 3, 4, 12	Discussion questions ICP paper 1

6/21	<i>The tipping point</i>	Book	Team 1 PowerPoint Discussion questions
6/28	Levels of change Research & theory Conceptual models	Burke 5,6,7	Discussion questions ICP paper 2
7/5	<i>The world is flat</i>	Chpts 1-4	Team 2 PowerPoint Discussion questions
7/12	Integrated models Burke-Litwin model Leading organizational change	Burke 8, 9, 11	Discussion questions
7/19	<i>The world is flat</i>	Chpts 5-13	Team 3 PowerPoint Discussion questions ICP paper 3
7/26	Research & application		Reflection paper

Individual Change Project (25 points)

Inasmuch as the class generally deals with experiences with team and organizational change processes, this assignment is one vehicle for analyzing your experiences with individual change. The goal of the project is for you to grapple with undertaking change on an individual level.

- 1) Select a personal change that you think is important to achieve over the next 7 weeks.
- 2) Write three short (2-4 pages) papers over the course of the session detailing your experiences, progress (using an appraisal or measurement system you have devised), and

reactions or insights you have about the change process. NOTE: THESE PAPERS WILL BE CONFIDENTIAL

- 1) ICP paper 1 – clearly identify:
 - the change goal
 - why it is important to you
 - what specific strategies you will use to achieve your goal
 - what system for appraising and measuring your progress week by week will be applied
- 2) ICP paper 2 – present a mid-term progress report that clearly:
 - outlines progress in managing your individual change process
 - assesses the effectiveness of the strategies you have selected
 - applies concepts from the change literature studied in class
- 3) ICP paper 3 – reflection on the experience that addresses:
 - success in achieving your change goal
 - data specific to your experience or change
 - relevant concepts from the change literature
 - assessment of prospect for continued progress

Reflection Paper (25 points)

Reflecting on Change: Applying the Burke-Litwin Causal Model

Consider a major organizational change that you have experienced. The change could be in your workplace, your church, a service or social organization, etc.

- 1) Set the scene/background. Describe the organization's size, membership, location, age, traditions, etc. (1/2 – 1 page)
- 2) Describe the organization's transformational factors (p. 202). (1-3 pages)
- 3) Describe the organization's transactional factors (p. 203). (1-3 pages)
- 4) In your view, was the change successful or unsuccessful? Explain. (1 page)

Team Project (25 points)

This is a team project, designed to assist you in analyzing and critiquing organizational change in business, in government, and/or in education. Three teams will be organized the first class meeting. Each team will have access to a chat room where they can discuss and plan their project. Each team will be responsible for leading the

class discussion on one of the supplemental readings on the assigned date (*The tipping point*, *The world is flat*). Select a team leader to coordinate the ppt presentation and the development of the questions. All team members should participate in developing the online presentation and discussion questions.

Team 1 – *The tipping point* – Post on June 21

Team 2 – *The world is flat* – Chapters 1-4 – Post on July 5

Team 3 – *The world is flat* – Chapters 5-13 – Post on July 19

1) Prepare a PowerPoint presentation (20-30 slides) for the class which contains the following elements: (all do not have to be on the ppt, but all should be included either in the ppt or in the questions for discussion)

- biographical information about the author including other works
- important definitions
- style/presentation
- significant concepts, points, ideas
- relevancy to organizational change
- critique – strengths & weaknesses

2) Develop 3-5 questions for the class to respond to and discuss.

Postings (25 points)

Inasmuch as the course is entirely online, it is particularly important that you post meaningful and thoughtful responses. Respond to the actual question(s), and also respond at least one post in reaction to one of your colleagues' posts. Remember that you are also expected to participate actively in your team project.