Course Description

The variety of cultural norms coupled with technological innovation in modern organizational structures has proven to be a complex management issue. To be effective, managers must increasingly deal with ever more complex policy, regulatory and process-based influences. The effects of globalization, corporate mergers, outsourcing, and public sector “business transformation” initiatives have necessitated increased awareness of organizational change management perspectives, and have forced traditional management cultures to become obsolete. As a result, new organizational management and cultural paradigms have emerged to take advantage of the opportunities offered by our expanding global economy.

Learning Outcomes

This course is designed as an indepth study. Hence, we will focus on the following Learning Outcomes:

1) Knowledge and understanding
   • Investigate the increasing cultural influences that dictate organizational effectiveness;
   • Study modern managerial views that emphasize competitive advantage in terms of organizational awareness, cultural change, and technological innovation

2) Develop quantitative and qualitative skills
   • Understand the important role of case studies and ethnographic analysis in the organizational change management cycle.

3) Professional development and leadership
   • Study Globalization from a domestic as well as international point of view.
   • Develop a strategic management perspective with regard to competitive advantage and organizational restructuring.

Textbooks

• *The World is Flat A Brief History of the Twenty-first Century*
Projects, Examinations, and Grading

- Mid-Term Examination: 15%
- Project Term Paper: 35%
- Final Examination: 25%
- Class Project: 25%

Total  100%

Course Policies

1. Attendance and up-to-date lecture notes are your responsibility.
2. No late or make-up exams are given unless the appropriate arrangements have been made well in advance with the instructor.
3. Assignments are to be handed in at the beginning of class on the day they are due. Late assignments will be accepted up to the start of the following class session, but with a 20% penalty. Assignments that are not turned in after this grace period will not be accepted.
4. No incomplete grades will be given, unless arrangements have been made well in advance with the Instructor.
5. The GMU Honor Code is in effect with regard to honesty, personal integrity and plagiarism.

Statement on special needs of students (aka: reasonable standard accommodation language), as follows:
If you are a student with a disability and you need academic accommodations, please see me and contact the Disability Resource Center (DRC) at 993-2474. All academic accommodations must be arranged through the DRC.

Online Student Journal
New Voices in Public Policy: I will consider nominating the very best papers in this course for publication in New Voices in Public Policy. New Voices is a student- and faculty-reviewed journal that shares SPP's finest student work with the rest of the world.

SPP Policy on Plagiarism
The profession of scholarship and the intellectual life of a university as well as the field of public policy inquiry depend fundamentally on a foundation of trust. Thus any act of plagiarism strikes at the heart of the meaning of the university and the purpose of the School of Public Policy. It constitutes a serious breach of professional ethics and it is unacceptable.

Plagiarism is the use of another’s words or ideas presented as one’s own. It includes, among other things, the use of specific words, ideas, or frameworks that are the product of another’s work. Honesty and thoroughness in citing sources is essential to professional accountability and personal responsibility. Appropriate citation is necessary so that arguments, evidence, and claims can be critically examined.
Plagiarism is wrong because of the injustice it does to the person whose ideas are stolen. But it is also wrong because it constitutes lying to one’s professional colleagues. From a prudential perspective, it is shortsighted and self-defeating, and it can ruin a professional career.

The faculty of the School of Public Policy takes plagiarism seriously and has adopted a zero tolerance policy. Any plagiarized assignment will receive an automatic grade of “F.” This may lead to failure for the course, resulting in dismissal from the University. This dismissal will be noted on the student’s transcript. For foreign students who are on a university-sponsored visa (e.g. F-1, J-1 or J-2), dismissal also results in the revocation of their visa.

To help enforce the SPP policy on plagiarism, all written work submitted in partial fulfillment of course or degree requirements must be available in electronic form so that it can be compared with electronic databases, as well as submitted to commercial services to which the School subscribes. Faculty may at any time submit student’s work without prior permission from the student. Individual instructors may require that written work be submitted in electronic as well as printed form. The SPP policy on plagiarism is supplementary to the George Mason University Honor Code; it is not intended to replace it or substitute for it.

Course material can be found at the following URL

http://bambam.gmu.edu/PUBP503

Course Topics

Week 1: Course overview and introductions
Suggested Reading: Freedman 1

Suggested Reading: Freedman 2

Suggested Reading: Freedman 2,3

Week 4: Organizational Restructuring: Leveling the Playing Field
Suggested Reading: Freedman 4,5

Week 5: Class Presentations (Group 1) (paragraph paper outline due)
Suggested Reading: Freedman 6,7 (Exam Review)

Week 6: Qualitative Research: Investigating Change
Suggested Reading: Freedman 8,9, Elwood 1,2

Week 7: Spring Break

Week 8: Guest Lecture (this date will float; dependent on availability of guest lecturer)

Week 9: Mid-term Exam
Week 10:  Class Presentation (Group 2)  
Freedman 10, 11

Week 11:  Technology Driven Change & Enterprise Resource Planning: Reversing Traditional Roles; Suggested Reading: Freedman 12, 13, 14; Ellwood 3, 4;

Week 12:  Cultural Impact of Technology (Paper Draft Outline Due)  
Suggested Reading: Ellwood 5, 6; Freedman 15, 16

Week 13:  Class Presentations (Group 3)  
Suggested Reading: Freedman 17

Week 14:  Neo-Luddites: Modern Change Agents  
Suggested Reading: Ellwood 7

Week 15:  Final Thoughts on Globalization (Exam Review and Papers Due)

Week 16:  Final Exam