**COURSE INFORMATION (Based on my Spring 2014 course but may change)**
**BIND 2203 – Organizational Transformation (1.5 credits)**
**Spring 1, 2015 (Thursdays at 6:20 pm)**

**Clinical Professor Robert S. Atkin** (atkin@katz.pitt.edu for additional information)

**Course Description**: Dynamic economic, political, environmental, technological, and social forces provide constant incentives for firms to transform their systems, processes and business models to achieve and sustain competitive advantage.  The focus of this case-based course is how global firms today respond to these forces and to competing pressures across multi-stakeholder relationships so as to engage key partners to build (or rebuild) organizational efficiency and effectiveness.  Also of importance are the personal skills managers need to perform effectively in these dynamic situations.  These issues will be addressed through cases, class discussion and team work.  Active participation is expected, encouraged, and rewarded. Pairing with BSEO 2538 "Strategic Leadership" in Spring 1 makes a nice 3 credit package.

**Course objectives:**  This course has three objectives:
- to hone your business acumen and skills regarding the drivers, the challenges, and the dynamics of organizational transformation;
- to sharpen your personal skills to implement and sustain transformation; and
- to introduce you to the management-focused literature germane to the topic.

**Syllabus Overview**:
1. Sensing the Need for Change
   Case:  Starbucks (2007)      Also various short readings and videos
2. Planning for Change
   Case:  Leerink Swann & Co.  Also 2 HRB articles
3. Managing the Transformation
   Case:   Campbell and Bailyn's Boston Office: Managing the Reorganization
         Also 2 HBR articles
4. Establishing Direction, 1
   Case:  Clayton Industries, Inc.   Also one Business Horizons article
5. Establishing Direction, 2
   Case:   Leadership, culture, and transition at lululemon (multimedia case)
6. Pulling It All Together
   Cases: Marissa Mayer at Google;    Yahoo! Inc.: Marissa Mayer's challenge
   Also a reading about Business Models and timely new items
7. Final Exam (Open notes, case-focused, and team-based)

**Performance Evaluation:**  Above I noted that active participation is encouraged, expected, and rewarded.  To that end, your course evaluation will be based on two elements:
   1. Class involvement                                                                40%
   2. Open notes, case-focused, team-based final exam           60%
**Student Course Evaluation**:  I taught this course in Spring 2014 and students evaluated it on "Overall Teaching Effectiveness" as 4.25/5.0.  Total enrollment was about 32.
**Elective for the Organizational Leadership Certificate.**   Course appropriate for all concentrations, especially HRM and Strategy areas.