ORGANIZATIONAL DYNAMICS (DYNM)

**DYNM 501 Perspectives on Organizational Dynamics**

"Perspectives" is both a fundamental and integrating course intended for MSOD students at any point in the program who wish to understand and deploy a multiplicity of dynamics operative in organizations and in the minds that create and inhabit them. It is particularly useful for those in their first year and for non-MSOD students. One key focus is on understanding the implicit mental and emotional frameworks or metaphors that "inform" organizing so that we can virtually see more robust and complex approaches to effectiveness and to leadership within them. Several faculty members highlight their specialties. One special theme examines new management models and thinking frameworks designed to prevail in a 21st century context. Lectures, discussion, and experiential learning are used to build an informed grounding in the history, philosophy, theory and practice of Organizational Dynamics. The course requirements are active class participation, potential application projects/weekly journal, a midterm paper and a final paper.

Taught by: Greco
One-term course offered either term
Prerequisites: Non-DYNM students must complete a course permit request: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: F; DYNM Concentrations: LMC, GL, OC, SD

**DYNM 542 Theories, Models, and Practices that Inform Coaching**

This course will examine how theory guides the effective practice of coaching. Students will be introduced to a theory and model that encompasses a multi-disciplinary approach to coaching in an organizational setting. With this framework as a basis, students will select, research, and present a theoretical model of their own choosing and design a coaching application that demonstrates theory in action. Students will leave the course with an array of theoretical frameworks and practical techniques that will enhance their own coaching capabilities as managers and consultants. Undergraduates may enroll in 500-level courses only with permission of the instructor.

Taught by: Orenstein
One-term course offered either term
Prerequisites: Permits for Non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Course Category: F; DYNM Course Concentrations: LMC, OC. Course Schedule: 9/8 9; 22 23, 29.

**DYNM 551 Devil's Advocate: Power of Divergent Thinking**

Short-term or long-term? Us or them? Build or buy? Margin or volume? My way or the highway? Ad infinitum, apparent forced choices—or no choice—and limited perspectives can create costly tugs of war or constricted judgment without our minds (and hearts) and in organization dynamics, persuasive, and often hidden, divergence in thinking offers great opportunity for learning, creativity, and sound decision-making. This course offers several robust, practical techniques for bringing the value of diverse perspectives in politically productive ways to leadership thinking, communications, and organization dynamics.

Taught by: Greco
One-term course offered either term
Prerequisites: Permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentration: LMC. Course meeting schedule: Tuesdays 5-9:30 from May 21-June 18th; Thursday, 5:00 to 9:00 pm June 20th ONLY; Fridays 4:30-8:30 from May 24-June 14th

**DYNM 555 The Idea of Nationalism**

Nationalism has been the most important geo-political phenomenon of the past two hundred years. Its continuing power has been amply demonstrated by recent events in many parts of the world. The principle of national self-determination and closely related notions of individualism and human rights shape the global context in which businesses, governments, organizations, and individuals must operate in the 21st century. This seminar course will explore the ideology of nationalism through the lens of institutions and organizations, corporations, nonprofits, government, NGOs, unions, religious communities, etc. Starting with concrete examples from students own experiences and the contemporary conflicts confronting governments, organizations, and businesses, we will examine the ideology of nationalism, its meaning and content, its philosophical foundations, its underlying assumptions about the nature of human identity, and its contemporary expressions in nationalist movements and ethno-political conflicts around the world. In the process, we will explore such questions as: What is a nation? Does every identifiable ethnic or national group have a valid claim to a nation-state of its own? How are claims to national self-determination justified? Why do nationalist movements seem so often to engender political extremism and violent ethno-political conflicts? Is national self-determination compatible with our commitments to individualism, rationality, and universal human rights? What are the best strategies to cope with the persistence of nationalism in the 21st century?

Taught by: Steinberg
One-term course offered either term
Prerequisites: Permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentration: GL
DYNM 558 Social Media and the Organization

If you don't yet believe in the social media revolution, then watch this: http://www.youtube.com/watch?v=ZQzsQkMGfHE. Facebook. Twitter. Pinterest. Tumblr. Digg. YouTube. LinkedIn. It's been less than a decade since many of these social media services have launched, yet they've transformed society in many significant ways. Social Media and the Organization will deepen your understanding of and offer real time practical experience with social media. The course will examine the current trends and use of social media in marketing, product development, customer service, networking and other facets of organizational policy and practice. Students will have hands-on participation online with the class blog, http://upennsocialbook.wordpress.com, sharing relevant case studies, analyzing social media campaigns and critiquing their own organization’s culture and values surrounding social media including social media policy, staff challenges, and evaluation of challenges and opportunities in its use.

Taught by: Havely/Warren
Prerequisites: Non-DYNM students must complete a course permit request: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Lecture
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentration: LMC

DYNM 601 Gender, Power, and Leadership in Organizations

For the last several years, issues related to gender in organizations and organizational leadership have not been hot topics of discussion in the popular media, in organizations themselves, or in academia. That is no longer true. The advent of #metoo and the revelation of sexual harassment in corporations, government sector organizations, and nonprofits has highlighted the ways in which those with more power have been using their power to both harass and silence their victims, many of whom are women—although this dynamic is true for others belonging to groups with less power. Addressing these issues effectively will require more than lawsuits and more than sexual harassment and bystander training. This course will explore what will be required if we are to have organizations that effectively leverage the skills and talents of both men and women. Although in the last 30 years there has been some significant progress made in placing women in leadership roles in organizations, we will take a deep look at the data about where and how gender differences continue to exist in organizations including differences in both professional and outcomes. This class will examine the social, cultural, and structural dynamics within organizations that unintentionally, but differentially, affect women and men. In particular, we will consider how men and women are viewed, how their contributions are evaluated, and the opportunities that are available to them. Specific topics that will be addressed include exploration of theories explaining the development of gender identity and related behaviors that appear to be gender-based; the social construction of gender; the intersectionality of gender, race, and class in terms of power and organizational dynamics; the various explanations for gender differences in organizational life; the theories that connect gender and leadership; policies and practices that reinforce gendered dynamics; how sexual harassment, long illegal, has quietly persisted in organizations and why now new instances of harassment are being revealed nearly every day; methods for understanding the multiple sources of gender inequities in organizations; and methods for changing organizations to create equity in terms of the roles and treatment of women and men. The seminar will involve a substantial amount of reading from required books and articles. Assignments will focus on students’ examination and assessment of gender-linked dynamics in their own workplaces. Classroom time will be structured in a seminar format, including presentation of material by the instructor, group discussions of readings, experiential learning activities, student presentations, and group discussions, and examination of students’ own organizational experiences as they relate to the course material. A significant portion of the learning will result from discussions in class, so attendance is important. The course is structured to first address the development of a theoretical framework for understanding gender issues in the workplace from personal, interpersonal, group, and organizational perspectives. During the second section of the course, we will explore more specific ways in which policies and practices have differential effects on employees and managers by virtue of gender. In the last section, we will focus on alternative conceptualizations, structures, policies, and practices that could enable both men and women to be successful in the workplace and to avoid gender-based inequities. In this last section we will specifically discuss interventions and strategies for enhancing gender equity in

Taught by: Vanderslice
One-term course offered either term
Prerequisites: Permits for Non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
DYNM 602 Leader-Manager as Coach
New work technologies, increased competition, and employees’ desire for more involvement in their work are changing the traditional role of the manager. Rather than directing, planning, and controlling the work, managers and leaders are facilitating processes and coaching and developing their employees. Team-based organizations are built on coaching as a core requirement of the team leader role. This course explores the theory and practices of individual coaching as leadership behavior. The focus is on helping managers develop their skills and improve their performances as coaches. We will examine the need to provide others with successful performance strategies, timely feedback on strengths and on development needs, and growth opportunities in order to challenge others to reach their potential. We will explore workplace environments that foster the growth and achievement of those we lead.
Taught by: Russo
One-term course offered either term
Prerequisites: Course permits for Non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentrations: LMC, OC. Course Schedule: 9/14; 10/5, 26; 11/9, 16

DYNM 603 Leading Emergence: Creating Adaptive Space in Response to Complex Challenges
This seminar is designed to be highly experiential so that participants can engage in the practices necessary to enable innovation and adaptation. Participants will examine emergent innovation theory by addressing the dynamics and conditions in which ideas emerge in an informal manner, garner organizational attention, and gain momentum towards becoming successful innovations or bold changes within complex organizations. This will include examining the need for adaptive space in generating value that drives growth by enabling an environment of idea generation, entrepreneurship and innovation while leveraging the benefits of existing, formal systems to scale these ideas. Participants will explore and engage in such topics as creative experimentation, idea emergence, organizational network analysis, social capital, design thinking, organizational analytics and complexity leadership.
Taught by: Arena
One-term course offered either term
Prerequisites: Permit requests for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Hybrid Course
1.0 Course Unit
Notes: DYNM Categories: F, A; DYNM Concentration: LMC. In-Person Course Meeting Schedule: 3 weekends, TBA. Virtual Meetings: 2 meetings, TBA.

DYNM 606 Leading from the Center: Unleashing Your Leadership Potential
This seminar is designed to support existing and emerging leaders who recognize their need for more adaptive leadership skills to effectively respond to rapidly changing environments. We will weave leadership theory and practice in a highly experiential seminar so that participants can actively engage in a leadership lab including deep reflective thinking, rapid prototyping and experimenting with new behaviors and practices. The purpose of the seminar is to evoke personal leadership at more impactful levels and improve organizational performance and personal satisfaction. Participants will examine their own, and others’, leadership theories by identifying assumptions about leading, creating a preferred model for individual leadership, and field testing actual shifts in behavior. Participants will engage in a three-part exploration over the course of the seminar: first, we will have an opportunity to examine our own models and those of the leading theorists in the field; second, participants will be asked to articulate and improve their own model; and finally, participants will be asked to activate and test their model and report back on the experience. This course is designed to create an ‘action-learning’ community in which you will integrate your professional experience, this class, and other graduate course work with a final exploration of leadership concepts, theory, and applied practice. This course is also designed to strengthen your ability to lead, including as a colleague who can support leadership behavior in peers and as one who can promote leadership behavior in supervisors and subordinates.
Taught by Arena and Benjamin
Course not offered every year
Prerequisites: Permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: F, A; Concentration: LMC. Course Meetings: In-person: 7/26-27, 8/9-11. 7/26: 1-7 pm, 7/27: 8-6; 8/9 5-8 pm, 8/10: 8-6, 8/11: 8:30-12 pm.

DYNM 607 Psychodynamics of Organizations
As an area of study, the psychodynamics of organizations draws out attention to the tacit, implicit, and unconscious dimensions of organizational life. It presumes that a person takes up his or her role at work by drawing on both individual history and the organizational context that helps define a role, its boundary, and the resources available to take it up. In both these aspects, the organizational context, and one’s individual biography, people are often unaware of the thoughts and feelings that animate their behavior. This course will introduce students to some basic concepts of psychoanalysis, which focuses on individual motivation, and systems psychodynamics, which focuses on group dynamics and group psychology. System psychodynamics also emphasizes how an organization’s primary task, or its “reason for being” influences individual experience. Readings include case studies as well as expositions of theory. The instructor will also draw on his own consulting cases.
Taught by: Hirschhorn
One-term course offered either term
Prerequisites: Course permits for Non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
DYNM 610 Knowing Yourself: The Coach as an Instrument of Change

Note: This class is predicated on the assumption that prior to offering coaching assistance, a coach should have a deep understanding of his or her own behavior and its impact on a client. Utilizing validated tools and strategies available for coaches, the students practice sets of coaching skills on each other. This includes practice in interviewing and observational skills. In addition, students will have the opportunity to give and analyze 360 degree feedback data, as well as use a variety of other instruments that can be foundational for a useful coaching experience. Premise: Coaching others is very serious business. Intrepid individuals willing to take on this responsibility should be willing to answer the following questions: Who am I as a leader and helper? What are the assets I bring to the coaching relationship? What are my deficits, overused strengths, or underutilized skills and behaviors? What historical influences from my family of origin influence my capacity to build a positive relationship with my coaching client? Are there discrepancies in relation to my self-perceptions and those who know me well—family members, peers, colleagues, friends, boss, and direct reports? As a result, are these specific areas of personal development that I need to address as I move? Similar to most traditional programs where the focus is on the management of change, the course is organized to: 1) A diagnostic phase in which the values, history, assumptions, and behaviors of the client will be assessed. In this case the client will be the student/coach. 2) The applied phase in which analysis, interpretation, and formal learning will be the central focus. The end result will be individuals with a deep and abiding understanding of their own psychodynamics and their personal impact. Finally, by modeling many of the tools and strategies useful in any effective coaching effort and practicing them on themselves and their student peers, it is hoped that the experiential nature of the course will allow maximum transference to the real work of coaching.

Taught by: Napier

One-term course offered either term
Prerequisites: Non-DYNM students must complete a course permit request form: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentrations: LMC, OC. Course schedule: January 20 21; February 17 18; March 10

DYNM 611 Effective Collaboration for a Changing Global Workplace

Effective collaboration requires a combination of strong self-awareness and an ability to make adjustments at the individual and group level. This course provides tools for building teams that leverage individual strengths and a mutual learning process of continuously addressing collaboration barriers to improve team performance. This seminar/lab is designed to extend each participant's analytical skills and gain practice implementing high performance practices through a team-based simulation. Specific learning objectives are to: 1. Understand leading-edge frameworks for building effective teams. 2. Learn and apply tools for diagnosing barriers to collaboration. 3. Develop implementation plans for teams and organizations consistent with best practices. 4. Provide tools for self-assessment of participants to leverage their strengths for teamwork success. 5. Apply learning from classroom-based teamwork simulation to participants’ real life experiences. The course will be conducted in a university classroom and use several breakout rooms for teamwork among participants. Case study teams will use web-based communication software (TBD) for inter-session collaboration on projects. Weekly facilitated discussions by course instructors will be conducted at each weekend session.

Taught by: Hirshon, Legatt, and Newberry

Course not offered every year
Prerequisites: Non-DYNM students must complete a course permit request form: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit

DYNM 612 Mastering Organizational Politics and Power

The purpose of this course is to explore, enhance, and expand the participants’ competence in organizational politics. Students will observe political dynamics as they occur in their own organizations and will interview senior managers in other organizations to learn how political realities vary from one organization to another. Theoretical ideas about a dimension of organizational politics of particular interest to each individual participant will be analyzed in a term paper. In addition, each participant will keep a personal diary of political dynamics in his or her own workplace. The course will also explore ways to master the political skills of networking, negotiating, influencing, leading, and following, as well as developing a political strategy.

Taught by: Eldred

One-term course offered either term
Prerequisites: Course permit requests for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentration: LMC
DYNM 613 Is Bigger - Inevitable, Better or Worse in Organizations?
Is the modern large corporation alienating, inflexible, unproductive? Is the small organization or work team engaging, innovative or creative, productive? Has it always been this way in the U.S.? Is change possible? In this unique, informal, "turbo" seminar, we will examine the large corporation in terms of history, governance and control, and delivery of (office) work. We will consider whether "bigness" and bureaucracy are inevitable, and how organizations of the present, and probably the future, are affected by those of the past. This seminar has been structured to cover a good deal of ground in a short time. The seminar will meet on six Saturdays. The subject matter of theseminar is the large-scale organization. Questions to be raised include: 1) Is the modern large corporation alienating, inflexible, and unproductive? 2) Are bigness and bureaucracy inevitable? 3) Is the small organization or work team engaging, innovation, creative, and productive? 4) What does the historical record for the United States reveal? 5) Are organizational alternatives and change possible?
Taught by: Licht
One-term course offered either term
Prerequisites: Non-DYNM students must complete a course permit request form: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: F; DYNM Concentration: LMC. Course Schedule: 1/16, 23, 30; 2/6, 20 27. 1/16 is 9 to 12; all other meetings are 9 to 5.

DYNM 614 Consulting/Coaching Tools and Techniques
This course will offer a conceptual comprehension of the tools and techniques used in effective internal and external organizational consulting engagements. By contrasting the theory and practice of alternative coaching models, we will build tools and techniques for effective coaching as a leadership competency. Through an analysis of the coaching relationships in your organization, you will learn to develop a personalized approach to coaching and expand upon and within organizational settings. Participants learn the "how and why" as well as consulting frameworks. Additionally, the relevant and often symbiotic connection between consulting and coaching will be studied. What process tools are most useful to today's executive coach in a consultative environment? How do approaches to consulting and coaching differ? How are they similar? How can a confluence of coaching and consulting lead to more effective decision-making and wide-scale organizational performance? This course will be presented over five class meetings. The class sessions will be taught utilizing lectures, case studies, structured small group discussions, individual and team presentations, faculty and participant experience, and guest speakers. In addition to textbooks for this course, students will also need to purchase an assessment. Details on this process will be provided to students before the course start.
Taught by: Russo
One-term course offered either term
Prerequisites: Non-DYNM students must complete a course permit request: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: DE; DYNM Concentrations: OC. Course Schedule: 5 Saturdays, dates TBA.

Environmentalist Paul Hawken challenged a class of 2009 college graduates that they would have to "figure out what it means to be a human being on earth at a time when every living system is declining, and the rate of decline is accelerating." That theme is at the heart of this course. While we have seen the notion of sustainability gaining some traction in recent years, our quality of life in the near future very likely hinges on the development and implementation of sustainable solutions to enormously complex environmental and social problems. This course is designed to foster the thinking that is needed to address those enormous problems. It involves focusing on a critical global problem with sustainability and social dimensions--in this case global water security--and addressing it in detail as a project team over the course of a semester. PENNovation is a course about innovation, idea generation, collaboration, leadership, communication, research, decision-making, sustainability, sustainable solutions, creative thinking, leading change, and complex problem-solving. It involves the exchange of ideas with multi-disciplinary leaders and perspectives on how to manage diverse view and sustainability initiatives that are extremely relevant to the success of today's organizations (i.e., how to lead "big change" for competitive advantage). In 2018 the class will focus on the challenges of achieving water security in a world where roughly 800 million lack access to safe drinking water, freshwater sources are increasingly strained, and sufficient water supplies are needed to feed an additional two billion people by 2050 and power the world's industries. The group will take a systems approach to the problem, aided by contributions from several thought leaders from business, NGOs, and non-profits in a unique class format.
Taught by: Finn
Course usually offered in spring term
Prerequisites: Non-DYNM students must complete a course permit request: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
DYNM 616 Myths to Media: Stories on a Mission
What determines our behavior? How do we come to understand? Who determines our purpose? Is now the only time? When asked "What if there were nothing in the universe" one professor replied, "How do we know there isn't?" The more our world seems to dis-integrate into discrete and unpredictable units and actors, the more we crave guidance from robust human models and conceptual frameworks of intellect, emotion, psyche, and action. Fortunately, our 100,000-year-old brains retain mechanisms enabling us even now to enhance our choice using the "stories beneath the stories" that—in form and content—have driven our purposes and actions since sentient beings could communicate. Yoda you should ask. This course offers several means of deploying these powerful ancient sense-making tools—myths and stories—to purposefully communicate and foment action with individuals, groups, and organizations, particularly in our global social media milieu. We will learn many practical story-based ways to apply this power to several "missions": engaging others in individual and collective action, increasing understanding of patterns in human behavior, and harnessing the driver of purpose for business and social enterprise. Seek help from Prometheus.

Taught by: Greco
One-term course offered either term
Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentration: LMC

DYNM 617 Economics of Human Behavior and Organizational Life
As a society, we choose many different ways to organize different aspects of our lives. The institutions and organization we choose to provide us with the needs and comforts of life range from the fundamental institutions of family and religious organizations, to firms in the capitalistic market and democratically elected governments. We respond to this environment in unique ways: we marry, we worship, we buy and sell goods and services, and we vote. The primary goal of this course is an examination of the various aspects of human behavior in the context of organizational and institutional life from an economic perspective. We recognize that the choices we make are sensitive to the costs and benefits of different actions and use this economic perspective to gain insights into social, economic and political behavior in our daily lives. We start the course with an examination of how micro economists view the world and examine their favorite toolkit. We discuss concepts such as: efficiency, opportunity cost, marginal analysis, externalities, incentives, free-riding, rent-seeking, and transaction costs. These concepts are fundamental if an economic perspective and they will be presented using every day examples. Before concluding the course, we will look at several topics such as: Human capital and investment in education (Should you invest in an Ivy League school education?); Law and enforcement (When is it profitable to break the law?); Bribes and gifts (Quid pro quo?); Economics of information (Used cars and the market for "lemons"); Why we discriminate against minorities?; Property rights and externalities (The tragedy of the commons: Should we have smoke-free environments?); and Free-riding (Should I vote in the next election? Should I volunteer to clean up?)

Taught by: Handy
Course usually offered summer term only
Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: F; DYNM Concentrations: LMC, SD

DYNM 619 Organizational Project Management
The course provides an overview of the concepts, procedures, and fundamental processes of project management for working professionals. Participants are introduced to the principles, tools, and techniques of project management within an integrative framework. The course emphasizes that, for most organizations, projects are the primary means for implementing strategic initiatives. Course Objectives: 1) Understand and critically evaluate expectations, procedures and processes of program management as currently practiced in large for-profit enterprises; 2) Understand the content and processes and standards of practice as defined by the Program Management Institute (PMI); 3) Understand how to build and manage effective project teams; 4) Become familiar with the critical components of effective project plans. In addition to the scheduled meeting dates, additional class activities will be planned between faculty and students.

Taught by: Choukroun
One-term course offered either term
Prerequisites: Non-DYNM students must complete a course permit request form: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Categories: F, A; DYNM Concentration: LMC. Course schedule: 9 Saturdays, dates TBA.

DYNM 620 The Art and Science of Paradox in Organizations
This course introduces multiple approaches to understand and interpret the paradoxes that baffle us, such as: 1) Why is it that we go to hospitals to be healed and get well, but we leave sick and infected? 2) How is it that we come together to do purposeful work and end up doing mundane, boring tasks? 3) Why is it that banks were created to protect and ensure financial security, but banks have caused a global recession? 4) Why do we not learn from history? Why do we repeat the mistakes we have made before? 5) Why is it that the "Developed and Advanced" countries of the world are destroying the planet? This highly interactive, flexible, and remarkably diverse online course will offer frames to observe the paradox in ourselves, our families, our friendships, our workplace, and our relationships with individuals, teams, and systems—the three units of analysis that constitute every paradoxical situation. Paradox appears in our organizations, our relationships, and our experience as contributing members and leaders of our society. The value proposition of this course is for managers, leaders, and strategic thinkers who wish to understand the art and science behind the paradoxes in the systems within which we live and operate—the visible and the invisible and the rational and irrational. Understanding the unconscious forces that lead to inconsistencies and contradictions will help us be resilient in the face of paradox. This online course will have weekly synchronous and asynchronous sessions of 2-3 hours in length. Through guest speakers and multiple interdisciplinary discussions, we will explore many angles of our understanding of paradoxes. Course grading will be based on class participation, contribution to the collective wisdom, and academic excellence in written assignments.

Taught by: Barstow and Subramanian
One-term course offered either term
Prerequisites: Non-DYNM students must complete a course permit request: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Hybrid Course
1.0 Course Unit
Notes: DYNM Category: A. DYNM Concentration: LMC. This hybrid course will have its first meeting on a Sunday, TBA. The remainder of the meetings will be weekly on Wednesdays.
DYNM 622 Diversity and Inclusion: Strategies to Confront Bias and Enhance Collaboration in the 21st Century
In the workplace it is inevitable that difference between individuals will cause conflict—whether explicit or beneath the surface. Denial and unconscious bias will prevent issues from being addressed. This course will expand participant perspectives about strategies for addressing bias and for creating effective collaborations that bridge difference. The approach of the course is based heavily in experiential learning, structured reflection, and practical application. Through a self-assessment and group reflection, participants will create, implement, and adjust action plans for addressing unconscious bias and for enhancing communication that drive inclusive goal and norm setting. A live, building case provides an opportunity to apply the course concepts in a dynamic team setting. One additional facilitator per weekend will be brought in for short guest lectures and team observation/debriefing to provide an appropriate and relevant source of challenge to work through difficult issues raised through course concepts. The overall course structure will combine three intensive on-site Saturday meetings with opportunities for remote collaboration to create a seamless and continuous learning community. To maximize collaboration and networking opportunities, students will participate in two teams: one in which they will be tasked to solve a business challenge related to diversity and inclusion and the other for discussing strategies to implement course learning within their workplace or organization.
Taught by: Floyd and Legatt
One-term course offered either term
Prerequisites: Permits for Non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A DYNM Concentrations: LMC. In-person meeting schedule: 5/18, 6/1, 22

DYNM 623 Building Intercultural Competence in A Global Work Environment
This engaging course will promote intercultural competence and heighten cross-cultural awareness. You will engage in activities, simulations, and discussion about culture, values, perceptions, communication styles, and cultural patterns of thought and behavior that will help you understand the basic concepts, theories, and issues of intercultural communication related to intercultural relationships and how these concepts apply to your personal and professional lives. This fun and stimulating course will also explore ways to create an interculturally-competent work environment. Learning opportunities will examine tools to interact more positively with each other. As we build intercultural competence, we will sometimes encounter barriers as we interact with people whose cultural backgrounds vary from our own. As learners of intercultural communication, we will be bringing different cultural experiences and perspectives. As we interact and learn together, you will be exposed to different viewpoints and cultural lenses. We will all realize that as we unravel differences, you will find that what is acceptable and appropriate in one culture may be disrespectful from another cultural vantage point. As we cultivate, learn, and shape our intercultural competences, we may need to have an open mindset to learn new things and unlearned misinformation. The cultural competency of learning and unlearning, shaping and reshaping is a life skill that will be useful and extended well beyond the course to our work settings and personal lives. Finally, this real-life application course will help you develop a greater understanding of the behaviors and practices other individuals from your workplace may bring with them from their cultural backgrounds. Areas that will be tackled will include: 1) practical tips for working with diverse cultures and individuals, 2) how values, perceptions, and expectations differ between cultures, 3) how to manage conflicts and problems with other individuals, and 4) what you need to know about the workplace dynamics, behaviors, and practices in international cultures.
Taught by: Altamirano
Course not offered every year
Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Hybrid Course
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentrations: LMC, GL. In-person meetings: 6/12 19. All other meetings are online.
**DYNM 625 Ethnography of Everyday Life: A Master Class**
Ethnography is a fundamental method within the social sciences that concerns the systematic study of culture. It involves a "thick description" of how people actually live their everyday lives, personal or professional. Ethnographers study how human groups form institutions and how these structures grow, function, maintain themselves, and persist. Also at issue is how people share their understandings and develop ideologies pertaining to these processes. Social negotiation and the development of "local knowledge" in the culture of interpersonal affairs will be emphasized, particularly as it is transmitted from one generation to the next. Through direct observation and discussion, students will treat Philadelphia as an "urban laboratory" and seek to identify, to study, and to learn about local people and places. In this vein, the class will visit communities and organizational settings to gain exposure to ordinary people but, particularly, to apply ethnographic methods to the complexities of the modern workplace as well as to everyday life of the city. The final paper will be a synthesis of ethnographic literature and observations of local urban life and culture, particularly as these issues apply to understanding and organization or a local community.

Course usually offered summer term only

Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
0.5 Course Units

**DYNM 626 Navigating the Post-Professional World**
This course will explore the emerging space between virtual reality and augmented reality as they manifest themselves in the marketplace shifts in both startups and large corporations. The goal of this course is to design, from the future back to the present, a graduate curriculum that supports the evolution and transformaton of traditional professional training and development. Leaders of professional services from disparate fields, including health/medicine, law, architecture/design, information technology, and spirituality/religion will be engaged to participate in identifying trends for future professional enhancement. These representatives would be asked to be both resources to the class and recruiters within their own organizations so we can obtain participants for a Delphi study for the future of that profession. Course work will include the literature on the post-professional world as well as the use of both virtual reality and augmented reality. A capstone quality paper will be supported as a group project and could serve as a pre-capstone individual project. A particular focus will be on the trend of white-collar automation and its impact as they manifest themselves in both startups and large corporations. The goal of this course is to design, from the future back to the present, a graduate curriculum that supports the evolution and transformaton of traditional professional training and development.

Course work will include the literature on the post-professional world as well as the use of both virtual reality and augmented reality. A capstone quality paper will be supported as a group project and could serve as a pre-capstone individual project. A particular focus will be on the trend of white-collar automation and its impact as they manifest themselves in organizations. Frequently, when organizations find themselves in trouble, i.e., there are rumblings in the system about such things as lack of leadership, poor communication, diminished productivity, low morale, etc., there is a tendency to frame the problem(s) simplistically and/or locate blame in a few difficult individuals or groups. However, upon closer examination, problematic issues are often found to be symptomatic and/or symbolic of multiple issues within the organization. This course will help students 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. It will provide students with the theoretical constructs and application skills necessary for identifying and framing problem areas, collecting data, and organizing feedback to client systems. Real-time examples will inform our discussions as we consider the relationships between diagnosis, organizational reflection and appropriate action.

Taught by: Eldred
One-term course offered either term
Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A. DYNM Concentration: LMC

**DYNM 628 Organizational Diagnosis: Diagnostic Strenths for Effectiveness**
This seminar is designed to help participants learn multiple approaches to diagnosing the complex ways in which issues and/or problems manifest themselves in organizations. Frequent, when organizations find themselves in trouble, there are rumblings in the system about such things as lack of leadership, poor communication, diminished productivity, low morale, etc., there is a tendency to frame the problem(s) simplistically and/or locate blame in a few difficult individuals or groups. However, upon closer examination, problematic issues are often found to be symptomatic and/or symbolic of multiple issues within the organization. This course will help students 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. It will provide students with the theoretical constructs and application skills necessary for identifying and framing problem areas, collecting data, and organizing feedback to client systems. Real-time examples will inform our discussions as we consider the relationships between diagnosis, organizational reflection and appropriate action.

Taught by: Kaminstein
One-term course offered either term
Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Categories: DE, A; DYNM Concentration: LMC

**DYNM 629 Strategic Approaches to Human Capital Management and Its Implications for Leaders**
In this course we look at how human capital strategy is changing in response to increasing demands for results and more purposeful practice. We look first at the broader landscape of human capital management and see what’s new in the way an organization should approach its human capital practice. Then, we look more closely at the specific challenges—demographically, structurally, and organizationally—facing managers and Human Capital professionals in an age of uncertainty, and learn what they can do to remain adaptive and competitive. By the end of the course, through meetings and discussions, assignments, presentations, case studies, research, and required reading, participants will: 1) Learn how to assess and adjust Human Capital Development (HCD) policies, processes, and practices; 2) Think strategically about the critical human capital concerns in their own organization; 3) Connect and align individual and organizational learning imperatives; 4) Learn how to reshape human capital goals to meet continuously changing global, political, and economic environments; 5) Inspire leadership of human capital that is results-oriented and ethical; 6) Identify and explore a specific human capital issue relevant and important to their organization and develop a strategic approach for addressing it.

Taught by: Hart
One-term course offered either term
Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Categories: F, DE; DYNM Concentration: LMC
DYNM 630 The Discipline of Value-driven Business Process Management: Strategy Execution in a Digital World

Business strategies and operations are driven by scores of ever-shifting factors: from demographic changes and capital availability to increasing regulations, technological innovations and all present digitalization. Static business models are no longer able to keep pace with such dynamic change. Companies need a next generation management approach that fits to this environment and drives collaboration across organizational boundaries. In effect, they need to know how and when to modify or enhance their business processes, which processes are best candidate for intervention, and how to move rapidly and at the lowest risk from business strategy to execution. Business Process Management (BPM) helps organizations master change successfully and create immediate as well as durable competitive advantage. It uses the opportunities of our digital world systematically. BPM has become a management discipline that delivers significant business value by converting strategy into people and technology-based execution–at pace with certainty. It is implemented through the "process of process management" that addresses all aspects of the lifecycle of a business process: design, implementation, execution, and controlling of processes. It is about identifying the right focus to improve what really matters and to sustain those improvements. framework, approaches, methods and software for achieving and maintaining a This lecture discusses how organizations master this "process of process management" to achieve outcomes like transparency, agility, and compliance, quality, and efficiency, internal integration and external networks, as well as innovation and conservation. It addresses topics like creating a process management strategy and roadmap, process innovation, process governance and centers of excellence, integration of business and digital technologies, the value-driven use of process repositories, fast and pragmatic process improvement, standardization and harmonization of processes, customer journey planning to enhance customer experience, as well as key business aspects of digitalization. In this course we will discuss how to align people and technology for effective strategy execution to enable a high performance next generation organization--using real live examples and case studies. Business Process Management (BPM) is introduced as a holistic management discipline led by an emerging top manager, the "Chief Process Officer." Taught by: Kirchmer and Naidoo

Course usually offered in fall term

Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit

Activity: Seminar

1.0 Course Unit

Notes: DYNM Category: A; DYNM Concentration: LMC

DYNM 631 Everyday Intergenerational Conversations: Baby Boomers and Millennials

This hybrid course delves into three big questions around the burning theme of everyday intergenerational conversations. The class experience will be a living such conversation with Dr. Barstow, a Baby Boomer, and Amrita Subramanian, a millennial. The course format is 20% in person and 80% on a virtual platform. It’s a learner-centric and a learner-driven course. It is created to mine the practical know-how and life experiences of all participants, so all generations within the class can have a revealing experience that they can immediately apply at work and personal relationships in life. At this exact point in time there are 300+ million people in the workforce and four generations at play. We begin to see the tiers of own understanding falling apart. It’s no longer about stereotyping or simply managing by default or banking on quick-recall labels—and here’s why—workplace performance or productivity or engagement or intergenerational respect and trust cannot be left to chance or opinions. We have to pause and consider the following questions: 1) What: What are the generation names and labels we use? What purpose do they serve? How do they help and how do they hurt? What do they hinder, obstruct or make us miss? 2) So what? Intergenerational communication is poor and we can do better. Understand it and skills (strategies and tactics) to prosper and cope. How to use agency and brokerage? What of cognitive dissonance? Responding versus reacting to Fake News? 3) What’s next? What have we learned from this whole century about the 4 generations at work? At home? At meetings or webinars or potluck parties? What of families at Thanksgiving? How can we expect to have valuable and meaningful conversations and relationships with all generations–current and future? The primary goal is not to make up our minds just yet or have cookie-cutter retorts. It’s not just what to think but how to think about this very pertinent issue at hand for all practitioners, leaders, managers, and folks from all walks of life. There are bound to be far more questions than answers as we begin, and by the time we close, we would have configured our own responses to these questions that appreciate the context of our own unique lives.

Taught by: Barstow and Subramanian

One-term course offered either term

Prerequisites: Course permit for Non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit

Activity: Hybrid Course

1.0 Course Unit

Notes: DYNM Category: A; DYNM Concentration: LMC

Course schedule: In person session 9/8 from 12-5 pm. Synchronous online sessions via Zoom: TBA. 4 additional synchronous sessions will be scheduled between the faculty and class at a mutually convenient time.
DYMN 634 Process Improvement Tools and Strategies
Process improvement as taught in this course often provides high-leverage, high visibility opportunities for showcasing coaching and leadership skills as a member, coach, or leader of cross-functional process improvement teams. Cross-functional process improvement teams (running lean and six sigma projects) have evolved into a major pathway for developing leadership and coaching talent in such organizations as Baptist Healthcare, Federal Express, Ritz Carlton, Toyota Motor Co., and General Electric. Process improvement project leaders and team members use specific tools and capabilities to analyze as-is processes and to define and deploy new or improved processes that deliver better outcomes and customer satisfaction with less non-value added effort. Leading or serving on cross-functional process improvement teams creates opportunities to work and network with people from other parts of your organization and creates opportunities for visibility to executives and managers sponsoring strategic improvements. Participating in or leading process improvement is also a great leadership, coaching and professional development activity.

Taught by: Stankard

One-term course offered either term
Prerequisites: Course permit for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar

1.0 Course Unit
Notes: DYNM Categories: DE, A; DYNM Concentration: LMC. Course Schedule: 9/9 23; 10/7, 21; 11/4, 18. (Back up date in case of cancellation: 12/2)

DYMN 635 Organizational Essentials for Leadership
Through presentations by expert speakers, case discussions, and participation in team projects, students will review and evaluate critical issues from across the frames of business, including general; human resource; marketing; information and stakeholder management; leadership; corporate culture; communications; organizational behavior; sales, marketing and public relations; finance and financial reporting; ethics and social responsibility; unions and government relations; and business law. Each of these elements will be studied in light of changing environmental conditions, including the economy; society; consumer behavior; market trends; regulation; politics, unpredictable events such as 9/11; organizational change; history; and internationalism.

Taught by: Choukroun

Course usually offered summer term only
Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar

1.0 Course Unit
Notes: DYNM Course Category: F; DYNM Course Concentration: LMC.
Course meeting schedule: 6/22, 29; 7/13, 20, 27

DYMN 636 Frontiers of Leadership Development
The best organizations for leadership development use a blend of internal and external coaching to a.) Support leadership performance; b.) Develop high-potential talent capabilities; c.) Accelerate individual, team, and organizational agility; and d.) Support strategy execution. Leaders must navigate increasingly complex and volatile global environments and rapid technological developments that are accelerating the pace of change in the nature of work, organizational arrangements, and workforce compositions. This context demands agility, resilience, proactive, continuous learning, and the ability to cultivate diverse relational networks. Coaching must support these capabilities. This course is intended for students with an interest in culturally complex leadership development and organizational change. Existing coaching models focus on a variety of “soft” skills, but few focus directly on culture learning and the ability to lead in a variety of cultural environments. The course is based on the premise that our current workplaces require an ability to function effectively in a variety of cultural environments and that leadership requires an ability to recognize and leverage “cultural diversity” in teamwork, communication, collaboration, conflict, and change. Coaching, as a leadership development practice, must help leaders grow in their ability to recognize and leverage the national, professional, functional, and organizational cultures that influence workforce engagement, productivity, satisfaction, and innovation. The purpose of this course is to enhance student understanding of coaching models, methods, and cases informed by cross-cultural psychology, intercultural communication, anthropology, and international business disciplines. Through reading, class discussion, written reflection, and guided practice, students will develop their skills in coaching across cultural differences. Students will co-facilitate organization development exercises designed to illustrate how to leverage cultural differences. Using Rosinsky’s global coaching process as an illustrative example of this kind of coaching, students will coach one another through a self-assessment, development planning process, and initial movement toward their objectives using a global scorecard. Students will then apply what they learned in a final coaching project.

Taught by: Reyes

One-term course offered either term
Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar

1.0 Course Unit
Notes: DYNM Course Category: A; DYNM Course Concentrations: LMC, GL, OC. Meeting Schedule: 5/19 7/28 from 9-12; 6/15-16; 7/13-14 from 9-5.
DYNM 637 Creating High-Performing Groups and Teams: A Course in Real-Time Experiential Learning
This course will be offsite in Pennsylvania, August 4th through 9th, 2017. This course will have an additional course fee to cover lodging and other program logistics. Registration permits will be issued upon signed Travel Agreement being returned to the Organizational Dynamics program office. This course is limited to 12 students. This five-day, offsite program is more about the "how" to develop high performing teams than the intellectual "what" of such teams. For five days the twelve members will immerse themselves into what differentiates a high performing team from the dysfunctional teams with which we are familiar. We will take a deep dive into the fundamentals of any group or team in our efforts to become such a team. We will, along the way, learn about the art of design—internalizing the skills and tools essential for building strategic interventions into a team in real time. Not only will we design them, but also we will be critiqued in relation to the quality of our efforts as well as to the facilitation skills we used during the process. This course is not for the faint of heart, with participants leaving their names and histories at the door. We will learn by doing and relate what we learn to both theory and research. Everything done during the five days will be "intentional", with a keen eye toward the consequences of our behaviors and their impact on the evolving team. That will mean long days and an occasional long evening. While not a walk in the park, it will be full of laughter and personal insights that should have a lasting impact on the student as leader, far after the program ends. The course is limited to twelve students, and each must be interviewed to make certain that this experience is what they are ready for. After all, the course involves dealing with challenging group dynamics and accompanying issues of power and authority, with dominating personalities; managing differences; building trust; and dealing with the myriad issues that often drive groups, teams, and meetings into dysfunction.

Taught by: Rodney Napier
One-term course offered either term
Activity: Seminar
1.0 Course Unit
Notes: DYNM Course Category: A; DYNM Course Concentrations: LMC, OC. Residential course: 8/4 to 8/9.

DYNM 638 Organizing for Entrepreneurial Effectiveness
Entrepreneurship has become a popular aspiration for many individuals in the United States and around the world. In fact, a recent survey by UK Trade & Investment confirmed that roughly 1 in 3 individuals under the age of 34 have expressed a desire to form their own new venture within the next five years. This represents a marked increase in aspirational levels over the past two decades. Although not all new ventures are entrepreneurial in nature, the motivation for starting a new venture is ultimately rooted in a desire to change one's professional and/or personal circumstances. Most individuals never achieve this objective because they fail to take the first step in organizing their entrepreneurial aspirations into an effective plan. This course is designed for mid-career professionals who aspire to either form an independent new venture (i.e., entrepreneurial venture) or lead the creation of a new venture within their existing organization (i.e., intrapreneurial venture). Participants in this course will: 1) learn the internal and external motivation forces that drive individuals in general and themselves in particular; 2) become familiar with the general competencies and skills needed for a new venture to be effective; 3) understand the unique needs associated with creating a balance team for the new venture; 4) cover the practical aspects of developing an effective new venture; and 5) prepare a formal plan designed to marshal the necessary resources and support the new venture. The course will culminate with each student preparing a formal executive summary and professional presentation to support the creation of a new venture in a new or existing organization.

Taught by: Knorr
Course not offered every year
Activity: Hybrid Course
1.0 Course Unit
Notes: DYNM Category: A. DYNM Concentration: LMC, SD. In-person meeting dates: 9/28; 11/9; 12/7. This course also has synchronous and asynchronous online sessions.
DYNM 639 Sustainable Change: Managing Organizational Culture to Achieve Leadership Goals
"Culture eats strategy for breakfast," as management guru Peter Drucker famously said. We know that leaders who can effectively manage their organization's culture are better at adapting to market trends, retaining employees, and engaging external stakeholders who demand more corporate transparency and social responsibility. Yet most of us find it difficult to understand what culture really is, let alone manage it successfully. This challenge is magnified at a time when technological and demographic trends have made organizational boundaries more porous and ambiguous than ever, threatening to make traditional models of top-down change management ineffective. This course will therefore take a bottom-up, contextual approach to helping students understand and manage organizational culture in order to achieve their strategic and career goals. We will start with the individual, learning how culture works to shape organizational politics. We will discuss ways in which students can develop strategies for navigating organizational culture to achieve their career goals. We will then move to the group level, examining how cultural barriers form between teams, functions, and divisions, harming communication and coordination. The final section of the course will build to the organization level and provide students with a toolkit for creating strategies to achieve sustainable cultural change. The course will be heavily focused on practical application: students will conduct semester-long cultural research/consulting projects with organizations located in Philadelphia. We will also apply course frameworks and tools to case studies of leaders attempting to create sustainability-oriented cultures in their organizations.

Taught by: Newberry
One-term course offered either term
Prerequisites: Course Permits for Non-DYNM Students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit

DYNM 640 Virtual Collaboration
NOTE: Logitech ClearChat Headphones and Logitech QuickCam Pro9000 are required for this course. Please see the syllabus for other requirements. Across the globe, companies, both large and small, are increasingly conducting culturally complex work through technology channels and virtual personnel transfers, making multicultural organization and virtual work inextricably intertwined. In this context electronically mediated collaboration and communication capabilities across time, distance, organization, culture, and other knowledge boundaries have become necessary for the everyday work of telecommuters, virtual teams, remote managers, professional knowledge communities, and electronic marketplaces. This course is primarily intended for students with an interest in globally distributed work and collaborative virtual 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. This 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. This course has an online course fee of $150.

Taught by: Reyes
One-term course offered either term
Prerequisites: Non-DYNM students must complete a course permit request: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Online Course
1.0 Course Unit
Notes: DYNM Course Category: A; DYNM Course Concentrations: LMC, GL

DYNM 641 The Art and Science of Organizational Coaching
Coaching has become a primary tool for consultants, human resources professionals and administrators interested in promoting and sustaining leadership and executive development, behavioral change, and role transition. This course explores the theory and practices associated with organizational coaching. We examine and practice the steps of the normative coaching process, the issues and boundaries that affect coaching, and pitfalls to avoid. This is an introductory course that follows a hybrid model of instruction, learning and application in class and in virtual class. The first class will be a weekend face-to-face experience followed by consecutive virtual classroom sessions with a variety of different applications. Students will practice phone coaching and virtual coaching as well as virtual group written discussion. Throughout the course we will contrast theory and practice through our own experience and observation via assignments and behavioral experimentation.

Taught by: Pennington and Subramanian
One-term course offered either term
Prerequisites: Permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Hybrid Course
1.0 Course Unit
Notes: DYNM Categories: F, DE; DYNM Concentration: OC In-person meeting: 9/22 23. In person meeting times: 8:00 am to 5:00 pm. Virtual sessions will be scheduled between faculty and students.
DYNM 642 A Cognitive Playbook: Out-Think, Out-Perform
Strategy and organization are of a piece. Bain & Company’s Chris Zook put the matter ironically: “I don’t know whether organization is the new strategy, or strategy is the new organization, but it’s something like that.” Too often, however, these realms are treated as discrete. This course not only integrates strategy and organization; it adds metacognition (thinking about thinking) to the mix. A Cognitive Playbook enables students to understand the three perspectives—strategy creation, organizational design, and critical thinking—in light of each other. Students gain both big-picture scope and nitty-gritty tools for organizational analysis, planning and change. They also learn how to speed-read the literature on strategy, organization, leadership, management, and the like—because so much of it is derivative and redundant. Old wine in new bottles. This course is highly graphic. At its core are six “cognitive plays,” or geometries of thinking: point, linear, curvilinear, angular, triangular, and cubic. Each play has its time and place. The challenge is to mix and match appropriately. Playbook shows how. The course is grounded in my two most recent books, The Geometry of Strategy and Seeing Organizational Patterns, and incorporates material from a book about metacognition that I am writing. Throughout the semester, students will assemble cognitive playbooks (personal journals of thinking styles based on their work, educational, and other life experience/observations). They also will create narratives (analysis of past and present, plan for the future) about their current or most recent organization, using the strategic scaffolding framework presented in Geometry.
Taught by: Keidel
One-term course offered either term
Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: DE, A. DYNM Concentration: LMC

DYNM 643 Trappings, Substance, and Memories: Effective Public Presentations in Organizations
In spite of the technological advances that have transformed organizational communication, the ability to articulate and present ideas, arguments, and positions in a face-to-face context remains a vital skill. At the same time, the opportunities to develop fundamentally sound presentation skills are rather limited, and, in many cases, organizations don’t train their employees to do so. In this very hands-on course, we will resurrect this age-old practice by exploring the tried and true presentation methods and approaches while simultaneously making direct connections to how technology has transformed presentation speaking in organizations. We will initially explore the fundamentals of public presentations: what makes an effective presentation, the arguments for developing strong presentation skills, and specific analysis of business speech. How does one establish proper credibility and build the trust necessary for success? Where does structure play a role and how can certain elements from theater, storytelling, and narrative help create highly impactful organizational presentations. We’ll explore what determines ethical presentations, where charisma (or lack thereof) plays a role, and how to most effectively incorporate visual accompaniments such as PowerPoint into presentations. We will dig much deeper into the development of strong persuasive arguments with emphasis on how social media has impacted credibility in novel ways. Finally, we will use improvisational techniques as a way to prepare for those sudden moments when one is called upon to make a quick presentation.
Taught by: Shapiro
One-term course offered either term
Prerequisites: Permits for Non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A. DYNM Concentration: LMC
DYNM 644 Applied Organizational Change: Methods Dojo
This seminar is designed to support existing and emerging leaders who recognize their need for more adaptive practices to effect organizational and individual change in complex and rapidly changing environments. Building on a strong base of theory, this seminar is largely experiential. Students are expected to identify a real need in a system (work, internship, or volunteer), which, if improved, would have a substantial improvement on overall organizational performance and satisfaction. Beginning with this problem or dilemma, the seminar is designed as a 'dojo' or practice space, where students can clarify their own assumptions about how and why change occurs and practice new techniques and approaches for eliciting change. Theory provides the foundation for our work and students will be expected to articulate how they are operationalizing theory in their setting. The purpose of the seminar is to evoke change at more impactful levels and improve organizational performance and personal satisfaction. Participants will examine their own and others’ change theories by identifying assumptions about change, testing methods that evoke change, and field-testing actual shifts in behavior. Participants will engage in a four-phase exploration over the course of the seminar: first, participants will have an opportunity to articulate their mental models about how change occurs and examine those of a few cutting-edge theorists; second, participants will be asked to learn and practice a minimum of 16, and possibly up to 25, organizational change micro-methods in class; third, participants will be asked to activate and test their change model using some selection of these methods learned in class on the problem they identified at the beginning of class real-time; and finally, participants will be asked to report on their experiences and re-examine their own models for possible revisions. This course is designed to create an ‘action-learning’ community in which participants will gain new knowledge and applied skills and give and receive feedback while weaving their professional experience, this class, and other graduate course work into a new, more robust toolkit of change methodology. This course is also designed to strengthen students’ ability to lead change from wherever they find themselves in a system.
Taught by: Benjamin
One-term course offered either term
Prerequisites: Permits for Non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit

DYNM 646 Race, Ethnicity, and the American Workplace
The U.S. workplace has long been one of the foremost spheres in which racial and ethnic inequality is created and perpetuated. This course investigates how racial and ethnic inequality affect our experiences in the workplace as well as how we as employees, managers, and the like, can positively impact upon our work environments against bias to promote equality and inclusion. Although most Americans largely perceive the employment relationship as one’s personal relationship with his/her “boss,” one’s occupation and/or “job” encompasses much more than that. How we come to work at the jobs that we do is about our access to larger institutional structures within society including education, family background, and importantly, our ascribed location within the social hierarchy. In the first part of the course, we focus on understanding race and ethnicity as dynamic social and political constructs that evolve through time and space and to recognize how these constructs are related to social stratification, intergroup and intragroup relations, and economic and political hierarchies within U.S. society. Some of the key concepts we explore are: race, prejudice, discrimination, class, racism, ethnicity, identity, migration and immigration, segregation, and civil rights. The objective here is to introduce you to the study of race and ethnicity within the U.S. context and to provide a better understanding of how and why race continues to be such a powerful stratifying agent. For the rest of the semester, we will examine how workplace inequality gets reproduced along racial and ethnic fault lines. We will study in-depth how and why personal and organizational biases remain mechanisms of inequity as well as how social class and gender intersect with race/ethnicity to contribute to workplace discrimination.
Taught by: Torres
Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: F. DYNM Concentrations: LMC, GL
DYNM 647 Influence and Persuasion

Former Chrysler chairman Lee Iacocca once noted, "You can have brilliant ideas; but if you can't get them across, your ideas won't get you anywhere." This course builds on Iacocca's insight, helping students develop the ability to win support for their perspectives, proposals, and projects from key people in the workplace. Everyone needs to know how to sell ideas. Sales people obviously need this skill and so do managers of all kinds. Even CEOs need it to gain buy-in for a vision. Influence and persuasion help you work with and through others—customers, teammates, colleagues, direct reports, and stakeholders—who have different professional backgrounds, roles, opinions, and agendas. In highly interactive discussions and exercises, students will learn about practical field-tested frameworks that draw on current insights from psychology, anthropology, and behavioral economics. When the course is completed, students will have mastered the latest thinking about:

1) Persuasion styles and how they can adapt them to achieve desired outcomes.
2) The five barriers to communication and collaboration and methods for overcoming the barriers.
3) The systematic steps in the process of selling ideas and negotiating when you need to.
4) The similarities and differences among influencing, persuading, and negotiating.
5) Ways to build momentum for ideas.
6) Techniques for motivating others to take action.
7) Winning support for culture change.

These insights will enable students to work across the boundaries that create warring workplace tribes. Nearly every organization contends with this tribal warfare and leaders need to know how to counter-act the natural human tendency to square off against co-workers who have different professional backgrounds or roles.

Taught by: Moussa
Prerequisites: Course Permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: F. DYNM Concentration: LMC. Course Schedule: Two weekends Friday, Saturday, and Sunday. Dates TBA.

DYNM 650 Outdoor Dynamics

This course explores the implications of past and future changes in land use and population changes over time in one of the least densely populated areas of the country, but which serves as both a winter and summer playground for millions of urban residents each year. Set in the White Mountains of New Hampshire, only a day's drive for over 10 million Americans, the area boasts some of the most pristine and exotic microenvironments in the world, left from the last Ice Age. Over 250,000 people visit the summit of Mt. Washington, the region's highest peak, every year, driving, hiking or riding the cog railway to the top. The focus of this course is the growing interest in promoting "sustainable development," which most people envision as protecting the environment and wild species from human encroachment and pollution. The course will examine the human sphere and the natural sphere as common ground in the analysis of competing issues; areas of compatibility; and future plans to promote a sustainable environment in this region. The course will focus on three themes: 1) how the people and institutions tasked with being the environment's guardians go about their jobs; 2) how the area is used by visitors; and 3) how industry and its stakeholders have worked with local regulators and politicians to create jobs and promote growth. The course will ask students to overlay the principles of sustainability and issues management, in managing the increasing concern that the trajectory of land use and industrial growth will compromise the region's native ecology and wilderness and backcountry attractiveness. Left to its own momentum, how will the future of the area fare versus promoting and implementing more sustainable goals? Changes in behavior will be needed to bring the two into line, and that leads to organizational dynamics. How will stakeholders resolve the natural tensions of the institutions' (primarily those that operate in the region) mission and development goals with outsiders' desires? What leverage do they and others have in the debate over the future of the region? In addition to an active outdoor week in the White Mountains, participants will meet with key players and leaders from the area and come away with a deeper understanding of the major issues in the tensions between "the place no one knew and the place that got loved to death."

Taught by: Barstow/Havely
One-term course offered either term
Activity: Seminar
1.0 Course Unit
Notes: DYNM Course Category: A; DYNM Course Concentrations: LMC, SD. Travel Course Dates: 8/3 to 8/11.
DYNM 651 Group and Team Dynamics: Understanding the Overt and Covert Dynamics That Support Effective Work

Although groups and teams are often lauded as the mechanisms that provide the competitive edge for organizations in today’s challenging economic environment, there is often little attention paid to the deeper social and psychological currents influencing group and team dynamics. Organizational leaders and facilitators frequently lack an in-depth understanding of how work groups, multifunctional teams, and cross-national executive groups develop, operate, accomplish their goals—or not—and end. Team members often struggle to make meaning of the myriad spoken, as well as unexpressed, factors influencing the process and outcomes of the groups of which they are a part. This course, by emphasizing both theory and practice, provides students with a thorough grounding in the ways groups and teams develop and learn. The class will also examine approaches to building group and team competencies related to effective communication, conflict-resolution, and solving complex strategic problems as well as ways to manage the range of intentional and more hidden dynamics that both support and challenge high performance. The course is designed to include seven 3-hour classroom meetings across the semester and two extended sessions that will afford students the opportunity to explore various theoretical frameworks. In addition to drawing on the extensive literature and research in group dynamics and team building, the class will rely on experiential methods to help students develop keener understanding and insight into the ways in which their own leadership and followership dynamics, as well as the dynamics of the group-as-a-whole, influence their team's ability to accomplish its tasks.

Taught by: Kaminstein
One-term course offered either term
Prerequisites: Non-DYNM students must complete a course permit request: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Categories: DE, A; DYNM Concentrations: LMC, OC

DYNM 653 Coaching Others to Manage Conflict

Not a day goes by when you or I, or a person we are coaching, is not faced with some tantalizing, challenging conflict. It may be with someone we love, a conflict in a team, a struggle between two direct reports, a difference with our boss, or the challenge of a difficult, perhaps aggressive persona in a meeting we facilitate. The problem is not that there is a conflict. The problem is that most of us have a very thin, often inadequate repertoire of responses to the conflicts that engage us on a daily basis. The result is that all too often we are predictable in our responses. Thus, if we take these same limited skills and attempt to provide them to a client in our role as a coach, the consequences will more than likely be similar. This course is about expanding your repertoire of responses to a wide array of conflict situations. In the process, you will increase your understanding of the theoretical constructs that underlie successful conflict management. Not only will your strategies for managing a variety of conflicts expand, but you will be better able to design unique responses that relate to the particular situation with which your client is faced. How you translate these ideas to your clients and, in the process, provide them the confidence to use them, will be a central theme throughout the course. This course provides a balance between intellectual theory, skills, and applied strategies along with the time to practice them.

Taught by: Napier
One-term course offered either term
Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentration: OC. Meeting Schedule: 9/8-9; 10/13-14, 27.
DYNM 654 Crisis Communications and Reputation Risk
Chemical plant explosions, defective products, financial impropriety, cover-ups, corrupt practices, reckless behavior, and other corporate failings are ruining reputations, toppling corporations, and sending responsible parties to prison for failing to obey the law or act ethically. Worse, these behaviors are harming the public and the institutional trust with which our society must have in order to function. Whereas improper, illegal, and even immoral behavior on the part of business owners and operators is not new, the Internet and social media are bringing such acts into public scrutiny with both 24/7 coverage and worldwide attention. Reputations that took sometimes a century to build are lost in minutes, either never to be rebuilt or permanently damaged, harming customers, shareholders, employees, and suppliers in their wake. Individuals as well are subject to the same forces and dynamics of reputation and ethical behavioral lapses. Yet why do some companies and individuals rebound while others do not? Are common factors at work? Do they have a predictable quality in terms of other or all organizations? Crises are often blamed on bad PR, a poor crisis communications plan, or a less-than-credible spokesperson. If so, the company could just hire a slick PR firm, media-savvy advisor, or say a few mea culpas and move on. Often what is at stake is a core failing—a breakdown in ethical behavior or problem-solving system—that can’t catch problems before they happen or when they do, tap into a network and a reservoir of employee goodwill, customer credibility, supplier loyalty, and stakeholder confidence. Still, even an ethically-guided, resilient organization that has all these assets will need help when a crisis hits. That’s when solid and real-world based crisis communications take front and center stage. The course will both tease out how dysfunctional organizational dynamics can lead a company or organization down such a path and what options it took or should have taken to restore its reputation and what an ethical company can do when an event threatens to derail its reputation. It will examine the variables involved in crisis formation, communication once a crisis occurs, and management as it unfolds. In doing so we will consider the organization’s vulnerabilities, the environment in which it thrives, the stakeholders who can influence its operation, and the strategies best suited to maintaining or enhancing its reputation. We will also examine the role of media in a crisis, as both a catalyst and intermediary in a communication strategy, and what to say and not say. By course end, students should have developed a deeper understanding of the range of crises facing organizations, an enhanced appreciation of communication tactics and strategies that can be brought to bear in such situations, and a greater understanding and ability to diagnose and formulate viable outcomes.
Taught by: Havely
One-term course offered either term
Prerequisites: Non-DYNM students must complete a permit request: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: DE. DYNM Concentration: LMC, GL, SD.

DYNM 655 Using the Political Process to Effect Organizational Change
At one time or another, each of us has said something like, “I know what to do to make some really effective—and possibly even profitable—changes in this organization, but the politics make it almost impossible to get anything done.” The sense is that, although there are changes that should be made to improve organizational performance, politics (internal, external, governmental) simply obstructs our ability to make a difference. Frustrations notwithstanding, depending on how it is employed, politics can be either an impediment or, more importantly, a source of opportunities for improving organizations. Politics is the art and science of coordinating individuals, departments, management, markets—the entire organizational environment—to effect a balance between the organization’s objectives and the methods used to achieve them. As with the other factors that are employed to affect organizational performance—the methods used to improve manufacturing, marketing, sales, finance, and so on—politics is a means that organizations can use to initiate and maintain critical personal and institutional relationships.

One of the seminar readings—Latimer’s “Why Do They Call It Business If It’s Mostly Politics?” is used to provide illustrations of the ambiguous nature of much of what is regarded as organizational politics. What is critical to understand and appreciate from the outset, however, is that politics is not an external factor that is imposed on organizations. Politics is not only a means for achieving personal or institutional power; it is also a method for developing and maintaining personal and institutional relationships within and among individuals and organizations of all types. This seminar will discuss organizational politics and the ways that it is used to identify, characterize, and effect change—both within and among organizations. After reviewing several perspectives on organizations and the roles that political processes play in decision-making, a series of cases is presented that illustrate the contexts and conditions for effective political communication and coordination.

Taught by: Gale and Brady
One-term course offered either term
Also Offered As: GAFL 555
Prerequisites: Course Permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentration: LMC
DYNM 656 The New Normal: Racial and Ethnic Diversity in the 21st Century Workplace
This course examines the social construction of race and ethnicity, including relations within and across groups, with a particular focus on their implications for organizational culture and management. In a very real sense, the workplace is a microcosm of the larger society—a place where our individual experiences, beliefs, and biases related to race and ethnicity intersect, creating both opportunities and challenges. Our capacity to understand the different backgrounds and experiences that individuals and groups bring to the organization, as well as recognizing our own biases and the biases of others are directly implicated in our ability to both manage and be managed in the organizations that we are a part of. A primary objective in this course is to increase our capacity to first understand the contours of racial and ethnic diversity in twenty-first century America by investigating (1) the historical context that influences present-day understandings of racial/ethnic diversity (2) how and why individuals from different racial/ethnic backgrounds can "see" the same thing but interpret it very differently, depending on experience, culture, and social position relative to race/ethnicity (3) the meaning and importance of dominant and minority groups, the degree to which a racial hierarchy exists, and the implications of that hierarchy for important outcomes (4) the degree to which the workplace is, indeed, a microcosm of the larger society (5) the pitfalls of "colorblindness" (6) the nature of stigma and its workplace implications and (7) the benefits and drawbacks of affirmative action policy in the workplace.
Taught by: Charles
Course usually offered summer term only
Activity: Seminar
1.0 Course Unit
Notes: For additional information, please see our website at: http://www.organizationaldynamics.upenn.edu

DYNM 658 Fundamentals of Sustainability
This course is designed to provide an introduction to sustainability concepts and challenges through the lens of the world's most significant framework to address them: the United Nations' Sustainable Development Goals (UN-SDGs). The UN-SDGs serve as a blueprint for addressing the world's most critical social and environmental challenges, calling for urgent collaboration and change to reset the world on a path that operates within planetary boundaries and promotes global prosperity and security. This course will explore extraordinarily significant threats to the way of life of future generations—such as climate change, ecosystem degradation, health and nutrition, pollution, and resource depletion—with specific attention to sustainability challenges and solutions involving food, water, energy, oceans, waste, plastics, biodiversity loss, and urbanization. Further, the course will include focus on the importance of transitioning from linear to circular systems and maximizing life cycle resource utilization. Case studies of scalable sustainability practices and organizational leadership for sustainability will be reviewed with additional input from global thought leaders.
Taught by: Finn and Hegde
One-term course offered either term
Prerequisites: Course permits for students outside of the DYNM, MES, or MSAG programs: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: F; DYNM Concentration: SD.

DYNM 661 Organizational Culture Change: Theory and Practice
The importance of organizational culture as a factor that can influence organizational performance either positively or negatively gained renewed attention beginning in the mid-1990's. The success of high-profile firms with "quirky cultures" such as Southwest Airlines and the entrepreneurial cultures of high tech firms, along with the rise of interest in companies that have created "Great Places to Work" with associated awards programs have generated recognition that organizational culture can be a major factor contributing to organizational performance. The related emergence of "high performance organizations," acknowledgment that organizational culture can trump the implementation of organizational strategy, competition among companies to attract the best employees, and the failure of many financially-promising mergers and acquisitions all pointed to the importance of understanding and intentionally managing organizational culture. This course will address many of the major debates about organizational culture as well as provide students with tools for better assessing and understanding organizational culture and managing culture change. The course will begin by engaging the debate about how to define organizational culture and what key factors determine culture as well as asking "What evidence is there that culture really matters?" We will begin the second section of the course by examining both the theoretical and applied literature on organizational culture change. One of the central questions in the organizational culture debate is whether a culture, particularly of a large organization, really can be changed significantly. During the last section of the course, the class will discuss individual, personal change management as a major factor in successful organizational change; other factors that are essential in most change efforts; and strategies for overcoming barriers and managing potential side effects. Finally, students in this class will apply what they have learned about organizational culture change to their own organizations.
Course meeting schedule: Mondays: TBA. Saturdays: TBA. *Indicates course meeting via Zoom.
Taught by: Vanderslice
One-term course offered either term
Prerequisites: Non-DYNM students must complete a course permit request: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentration: LMC. Course Schedule:
This course will meet on specific Monday evenings and Saturdays. Exact dates are TBA, but will be listed below when confirmed.
DYNM 662 Entrepreneurship and Leadership: Creating Winners
Peter Drucker once famously said that "entrepreneurs innovate." The course looks at how innovation drives the entrepreneurial process in both large organizations and in startup ventures. It stresses the importance of bringing entrepreneurial vision and energy to all organizations: profit and non-profit, as well as government and institutional. The course examines the characteristics of successful entrepreneurs. Participants will learn how to develop their own entrepreneurial instincts and how to encourage an entrepreneurial culture in their organizations. The course examines the challenges of startup ventures and provides practical information to participants who are considering an entrepreneurial venture. It explores strategies for identifying opportunities, creating successful business models, valuing a business, raising capital and managing the business. The course builds understanding of how a culture of entrepreneurship and innovation are critical to any organization that wants to survive and prosper in the future. The course discusses how sustainability is becoming a global force for change, creating exceptional entrepreneurial opportunities. The course looks closely at the leadership roles of both the CEO in a large organization and the entrepreneur in a venture. The course examines how leaders in all kinds of organizations set priorities, identify game-changing opportunities, shape the organizational culture and motivate their teams to achieve outstanding performance or, sometimes, fail. The course stresses the leadership responsibilities of the board of directors in providing governance and oversight in both for-profit and non-profit organizations.
Taught by: Keech
One-term course offered either term
Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentrations: LMC, SD

DYNM 663 Green Skepticism: Communicating and Implementing Sustainable Business
Green initiatives are creating competitive advantage for businesses. Smart companies are integrating environmental stewardship into their strategies, operations, marketing, and product innovation. Companies that successfully embed sustainability in their core business strategy and culture—rather than "bolting it on" as a peripheral activity—are gaining the most value added. Embedding sustainability requires the active engagement of all organizational stakeholders, many of whom may be green skeptics, dubious of the need to change. "Many people who feel passionately about sustainability cannot relate to those who have a harder time understanding the need for a change..." - Corporate associate & MBA candidate. The business case for sustainability has been made many times, yet skepticism about the need for change remains widespread. While adopting sustainable business practices must make sense financially, an economic argument alone may not be enough to convince people to purchase green business products and services or to implement sustainability practices. The course is based on the assumption that "task significance" is an important factor for implementing sustainable business practices. This means helping people see the connection between small tasks they are being asked to do and the big picture of global sustainable business. The first part of the course focuses on understanding sustainability driven changes in the global business landscape through a coherent framework. The second part of the course focuses on what those changes mean for business fundamentals: consumption, production systems, innovation, and emerging economies. The third part of the course focuses on communicating and implementing sustainable business strategies and initiatives. Students will have the opportunity, with a team, to design a communication and implementation program for an organization. Throughout the course, strategies and tactics that work to engage skeptics who do not understand the need for change, as well as tactics that don't work, will be studied. The course is based on the instructor's experience leading hundreds of business and environmental professionals from skepticism to enthusiasm for sustainable business over the past decade. This course is designed for everyone tasked with engaging others in implementing sustainable business practices and for entrepreneurs selling green business products and services. It will provide strategies for enhancing a technical and economic sales pitch. The course is also for those who may be skeptical themselves, and want to reconsider their skepticism. Categories: A Concentrations LMC, SD
Taught by: Heller
One-term course offered either term
Activity: Seminar
1.0 Course Unit
Notes: For additional information, please see our website at: http://www.organizationaldynamics.upenn.edu
DYNM 664 Organizational Culture and Learning
What is organizational culture? What is organizational learning? How do organizations learn effectively and change their culture? A learning organization is skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge (Garvin, 1993). According to Ray Stata, Chairman of Analog Devices, “The rate at which individuals and organizations learn may become the only sustainable competitive advantage.” However we define and prioritize organizational learning, we must still struggle with how to do it. This is a tougher question. The thesis of this seminar is that an enriched understanding of culture can enhance organizational learning. Participants will explore the concept of culture, study the work of Chris Argyris, and discover practices and behaviors that promote organizational learning and culture change. The objective of this seminar is to help participants get beyond highly abstract philosophy and develop a deeper understanding and useful skills based on these concepts. This course will meet on the following Wednesdays: May 27th; June 3rd, 10th, and 17th; July 22nd and 29th. Taught by: Barstow
One-term course offered either term
Activity: Seminar
1.0 Course Unit
Notes: For additional information, please see our website at: http://www.organizationaldynamics.upenn.edu

DYNM 666 Systems and Design Thinking
This class is designed to challenge the traditional thinking of basic management strategy and practice. Through a series of lectures, interactive cases, and group discussions, faculty will challenge participants to rethink their assumptions and move beyond the traditional practice of management strategy formulation and execution. The prevailing pattern of thought employed by management is analytical. Analysis has come to dominate thought in the western world. But no amount of analysis can explain systemic interaction and organizational behavior. A new pattern of thought is required: synthetic. Systems Thinking involves both analysis - to produce knowledge of organizations (systems) - and synthesis to provide understanding. Without both, effective solutions to problems cannot be obtained. To go beyond understanding to wisdom requires awareness of the difference between doing things right (efficiency) and doing the right thing (effectiveness). The better we do the wrong thing, the more wrong we become. Today a great deal of energy is expended by organizations in an effort to increase the efficiency with which wrong things are done. Taught by: Pourdehnad
Course usually offered in fall term
Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: F; DYNM Concentrations: LMC, SD

DYNM 669 The Power of Confusion
Confusion is a lack of clarity about some situation that matters to you, which causes you to feel so uncertain or uncomfortable that you have a hard time making decisions. You may be confused about whether you fit into an organization; or about what work makes you feel great versus work that you are good at or about the right thing to do when you are frightened. The power of confusion is that it forces you to stop and seek clarity in your life and career. This seminar addresses seven types of personal and organizational confusion encountered in organizational life during a professional career: 1) confusion over which personal ethics, skills, and talents you find most meaningful; 2) confusion over discovering what is really going on in an organization; 3) confusion of who is in charge—leadership and which direction ‘we’ are moving toward; 4) confusion over ‘what’s in it for me?’ How motivation and satisfaction relate to incentives and pay schemes; 5) confusion caused by blaming, rather than developing skills needed to make lasting changes and improvements; 6) confusion about how teams pull together 7) confusion caused by committing random acts of improvement instead of building a system for making customer-oriented organizational innovations and improvements. You were not born with any inherited knowledge or wisdom, yet you are certain to face fear and confusion during your lifetime. You were born with curiosity and the ability to ask ‘why?’ when you face a confusing situation. You were also born with the ability to think for yourself, listen to others, and learn from experience. Confusion spurs you to use these abilities to gain the clarity that leads to understanding and wisdom; you will need tools to guide your learning. This seminar will show you how to use simple tools to achieve that clarity.
Taught by: Stankard
One-term course offered either term
Prerequisites: Non-DYNM students must complete a course permit request: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentrations: LMC, OC. Course Schedule: 1/14, 28; 2/11, 25; 3/11; 4/1. Snow make up day: 4/8
DYNM 671 Workplace Ethics: Ownership, Participation, Productivity
In this course, you will have the opportunity to: 1) examine ethical, religious, legal, technological, and economic bases for different ownership systems from early human history through the 20th century; 2) develop a theoretical framework for understanding ownership issues in the contemporary workplace; 3) review social science concerning ownership and the related organizational issues of motivation, performance, productivity, profitability, culture, diversity, and equity; 4) analyze a variety of cases to measure ownership's effects across many industries and business situations; 5) learn about various forms of ownership and compensation in use today in small and large organizations, both public and private; 6) utilize a diagnostic tool for assessing the ways in which your own organization's culture and business outcomes are impacted by the firm's ownership system; 7) describe your own experiences of the different ownership systems with which you may have engaged, including: family, schools, little leagues and professional sports, volunteer service organizations, charities, religious institutions, professional service providers (e.g., doctors, lawyers, veterinarians), the places where you shop (e.g., think about Genuardi's before and after it was sold to Safeway), and the different places you have worked...as a way of systems; 8) assess and refine your views regarding ownership in light of your own social, political, religious, and ethical commitments. Who is going to own what we all have a part in creating? The history of American business is an evolving answer to the question of ownership. Of all the issues relevant to organizational dynamics, ownership is arguably the most important and least understood. Matters of ownership have also been and remain of intimate concern to ordinary Americans-the slave yearning to be free, the young couple with a dream of home ownership, the entrepreneur who wants to be his own boss, the consultant who wants to form a partnership with her best friends, and the indebted, mid-level manager reviewing last year's 401(k) statement.

Taught by: Lamas
Course usually offered in spring term
Prerequisites: Non-DYNM students must complete a course permit request form: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: F; DYNM Concentration: LMC

DYNM 673 Stories in Organizations: Tools for Executive Development
As we all know, living in--and out--of organizations is getting exponentially harder. Things seem to be multiplying, splintering, and coalescing kaleidoscopically, and each of us is increasingly taxed to make sense of it all, let alone create meaning for ourselves and those we manage and care about. Remarkably, a powerful tool for helping us is one we have already mastered: stories. As humans we think, feel, speak, listen, explain, and believe in narrative form. Yet this capability is dramatically under-exploited at work. This course examines a variety of ways to bring the power of stories to organizational life. We will look at how stories enhance communication, support change, and intensify learning and development in individuals and organizations, thus informing your leadership style and effectiveness. We will have many opportunities in class to apply "story-based technologies" to issues you face in personal or professional life. Readings come from the literatures of human development, narrative psychology, organizational change, executive learning, and, of course, from literature itself.

Taught by: Greco
Course not offered every year
Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentration: LMC

DYNM 675 Advanced Seminar in Organizational Politics
The goal of this course is to assess/advance the participant's competence in applying the "eighth habit"--that of organizational politics and power, in a variety of organizational settings, system levels and contexts. Course requirements are: 1) a detailed learning log (to be supplied and reviewed weekly); 2) A political autobiography (guide to be supplied); 3) Active participation in all sessions; 4) Three interviews of senior managers on the topic of politics (interview guide to be supplied); 5) An assessment of the political map of a complex organization (map to be supplied and reviewed weekly); 6) A peer completed assessment using the "political skills inventory" (see Ferris).

Taught by: Greco
Course not offered every year
Prerequisites: Course permits for non-DYNM students: https://www.sas.upenn.edu/lps/graduate/dynamics/course-permit
Activity: Seminar
1.0 Course Unit
Notes: DYNM Course Category: A; DYNM Course Concentration: LMC

Course Schedule: 5/25; 6/1, 8, 15. One Friday workshop: 6/14 8:45-4:15.
DYNM 676 Communication Competence: Extracting Value in Key Organizational Interactions
Often an organization can facilitate its own success by employing fundamental communication practices during value-latent interpersonal interactions. In this course we explore the direct relationship between competent communication and the ability to extract maximum value in most Key Organizational Interactions. Starting off on a personal development note and building off time-tested principles, participants will conduct their own communication skills assessment to determine their own communication strengths and identify specific areas for improvement. Qualities such as effective empathy and active listening are also explored. Moving into the organizational realm, together we define then locate those Key Organizational Interactions, both within and external to the organization, that significantly impact how that organization is perceived. We explore all the possible value points within these Key Organizational Interactions, how they tie into the organization’s strategic objectives, and how to best approach them interpersonally.
Taught by: Brian Shapiro
One-term course offered either term
Activity: Seminar
1.0 Course Unit
Notes: DYMN Course Category: A; DYMN Course Concentrations: LMC

DYNM 693 The Global Leader
The “Global Leader” is a co-listed INTS/DYMN course, developed as part of the Lauder Institute’s new Global Program that will prepare students for leadership roles in international and culturally diverse environments. The course will focus on developing skills through a hands-on approach that includes using case students, in-class exercises, movie clips, and class discussion, with readings that emphasize theory and application. The course is comprised of two modules. The first module - Globally Capable Leadership - will introduce students to the core qualities of leadership that transcend cultures, as well as examine how cultural context influences leadership efficacy. The second module - Managing Across Borders - will teach students how to negotiate effectively in a variety of contexts, including conflict resolution, transactional settings, conflict resolution, and across borders, such as those of gender, ethnic identity, national culture, and differences in values and beliefs.
Taught by: Taheripour
One-term course offered either term
Activity: Seminar
1.0 Course Unit
Notes: For additional information, please see our website at: http://www.organizationaldynamics.upenn.edu

DYNM 705 Capstone Course
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: 1. Makes an argument, describes or summarizes a position that is unique, original, or which directly applies to the student; 2. Uses primary sources or applies to a primary organization as much as possible; 3. Conforms to the style and format of good academic writing and the MSOD Capstone Presentation Guidelines; 4. Allows a student to demonstrate competencies gained from the courses completed in the Organizational Dynamics program. The role of the capstone professors is to coordinate the development of each student’s capstone committee, to offer facilitation during peer-review discussion, to discuss the student’s work as the capstone is written. A course professor may also be the student’s primary advisor or a reader. For details about the capstone course, including delivery dates, please see the DYMN Canvas community site.
Taught by: Barstow and Russo
One-term course offered either term
Activity: Online Course
1.0 Course Unit
Notes: DYMN Category: Capstone. This course is an online and in-person course.

DYNM 720 Foundations of Organizational Consulting and Executive Coaching
This 5.5 day intensive course is the first in a six-course cohort program in Organizational Consulting and Executive Coaching. During this course students will experience the formation of a group (their cohort) and learn the dynamics that commonly affect groups. Students will be taught a variety of theoretical constructs which influence the helping professional role and also start to practice as helping professionals through live coaching and case studies. In addition to textbooks for this course, students will also need to purchase an assessment. Details on this process will be provided to students before the course start. All OCEC courses are registration by permit only. The program office will issue registration permits prior to the semester start so that students can register.
Taught by: Ostrowsky, Pennington, Subramanian
One-term course offered either term
Prerequisites: This course is for OCEC Cohort members only.
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: F; DYNM Concentration: OCEC. Course Schedule: TBA
DYNM 722 Making Meaning from Organizational Experience and Establishing Frameworks for Consulting & Coaching
This course is designed to immediately follow the five-day DYNM 720 intensive in order to build on cohort member experiences by introducing a broad range of coaching and consulting theories. Using newly introduced theories and your own experiences and observations, you will begin applying them to assess, interpret, and make meaning of behavior at three levels: individual, group, and organizational. Using your knowledge and research, you will begin narrowing and deepening theories you are drawn toward to begin laying a foundation for your further work in DYNM 723 and 724. DYNM 722 culminates with each cohort member researching and executing a high-level presentation based on one theoretical approach. You will continue your cohort-based learning with your deeper appreciation of one approach, as well as benefiting from each of your cohort member’s presentations.
Taught by: Bergey
One-term course offered either term
Prerequisites: This course is for OCEC Cohort members only.
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: F; DYNM Concentration: OCEC. Course Schedule: TBA

DYNM 723 Consulting and Coaching Process: Knowing Yourself
Participants learn to be coaches by being coaches to one another. Over a two-month period, cohort members expand their repertoire of skills and tools, share their experiences, and together scrutinize the client/coach relationship.
Taught by: Pennington
One-term course offered either term
Prerequisites: This course is for OCEC cohort members only.
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentration: OCEC. Course Schedule: January 11-12th; February 8-9th; March 14-15th.

DYNM 724 Building Consulting/Coaching Tools and Techniques
This course will offer a conceptual comprehension of the tools and techniques used in effective internal and external organizational consulting engagements. By contrasting the theory and practice of alternative coaching models, we will build tools and techniques for effective coaching as a leadership competency. Through an analysis of the coaching relationships in your organization, you will learn to develop a personalized approach to coaching and expand upon within organizational settings. Participants learn the "how and why" as well consulting frameworks. Additionally, the relevant and often symbiotic connection between consulting and coaching will be studied. What process tools are most useful to today's executive coach in a consultative environment? How do approaches to consulting and coaching differ? How are they similar? How can a confluence of coaching and consulting lead to more effective decision making and wide-scale organizational performance? DYNM 724 will be presented over five class meetings. The class sessions will be taught utilizing lectures, case studies, structured small group discussions, individual, and team presentations, faculty and participant experiences, and guest speakers. In addition to textbooks for this course, students will also need to purchase an assessment. Details on this process will be provided to students before the course start. All OCEC courses are registration by permit only. The program office will issue registration permits prior to the semester start so that students can register.
Taught by: Russo
One-term course offered either term
Prerequisites: This course is for OCEC cohort members only. DYNM 614, which teaches the same content, is open to all DYNM students.
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: DE; DYNM Concentration: OCEC. Course Schedule: April 4-5th; May 2-3rd; June 6-7th.

DYNM 727 Practicum Experience in Consulting and Coaching
Participants integrate everything they have learned by contracting with a client to provide consulting/coaching services. Individual supervision is provided on a weekly basis by a core faculty member and peer supervision is provided in two clinics, where cohort members share their experiences and learning with one another and, at the conclusion of the second clinic, bid the cohort farewell as members are now ready for their internship experiences. This course is open to OCEC students only. This course fills the following Organizational Dynamics requirements:
Categories: A Concentrations: OCEC
Taught by: Russo/Napier/Orenstein
One-term course offered either term
Activity: Seminar
1.0 Course Unit
Notes: For additional information, please see our website at: http://www.organizationaldynamics.upenn.edu

DYNM 729 Executive Coaching Internship
In this course, each participant is exposed to a variety of executive coaching opportunities designed to enable them to utilize their skills in multiple situations and contexts. Access to an advisor/coach during this period ensures that each participant’s advanced learning will be provided in a timely and individualized manner.
Taught by: Bergey/Pennington/Russo
One-term course offered either term
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentration: OCEC
**DYNM 758 Sweden: Strategies for Thriving in the 21st Century**
Neutral during WWII, and claiming a "Middle Way" between east and west in the post-war twentieth century, Sweden - its people, institutions, and culture - has left its mark on our global society. In today's world, the influence of Swedish ideas and innovations can be seen in government structures, health and social policies, business organizations, working life, education, science, art, literature, and, of course, the design and style of many products and services which enjoy high demand. These are impressive impacts from a nation-state of only eight million people. What lessons are there for Americans and our institutions as we enter the twenty-first century where our leadership position, ability to determine the rules and control the agenda of world economic and political affairs are diminished? In this course, we focus on "the people philosophy" of Sweden, its government, businesses and organizations. We cover healthcare issues and policy, sustainable development, the European Community and the human relations issues in organizations. This course will include meetings with academics and leaders from industry, government, health care, science, media, arts and culture. Students will meet with and learn from these representatives in order to explore Swedish organizational dynamics, both in terms of its economic prosperity and the problems Swedish society faces today.

Taught by: Barstow
Course usually offered summer term only
Activity: Seminar
1.0 Course Unit

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**DYNM 770 Process Excellence in South America: Chile on Its Journey to Productivity and Performance**
This course will travel to Chile July 21st through 29th. The class will meet on campus before and after departure on dates to be determined. This course will have an additional course fee to cover lodging and other program logistics. Registration permits will be issued upon a signed Travel Agreement being returned to the Organizational Dynamics program office. Chile is a long and narrow strip of land along the pacific coast of South America. It is the longest country in the world, 2,700 miles in length, which is about the distance from San Francisco to New York. In 1973 the military imposed a dictatorship, led by Augusto Pinochet, who ruled the country until 1990. The Chilean strategy to be part of the world economy has been based on open markets and the development of Free Trade Agreements. A report by The Economist Intelligence Unit shows Chile has the best environment in the region for business and is among the top 20 countries worldwide. Chile stands out for the effectiveness of its policies, labor, and infrastructure. The strength and stability of its banking and financial systems have generated high credibility indexes in foreign markets, which has meant that big companies want to invest in the country, improving access to goods and services. Chilean companies have started improving the way they organize themselves. Business Process Management and Digitalization have become important topics in many organizations. The Universidad de Chile offers numerous courses and certificates in that field. Chile is making good progress on its journey to productivity and performance. Students will meet with academics and business leaders and observe the organizational dynamics of Students will also learn Chile's journey to high performance and what it means to do business with organizations in this emerging market.

Taught by: Kirchmer and Olivos
One-term course offered either term
Activity: Seminar
1.0 Course Unit

Notes: DYNM Category: A; DYNM Concentrations: LMC, GL, SD. Travel Dates: 7/21-29. Pre-departure class is 7/5 from 1-4 pm.

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**DYNM 781 Dynamic Hub of the Americas: Entrepreneurship & Sustainable Development on the Isthmus of Panama**
What a difference a century makes! This Penn Organizational Dynamics course offered in Panama will provide the opportunity to examine and assess the Panama Canal a huge project with global impact undertaken in the early 1900s, completed in 1914, and recently expanded alongside innovative, entrepreneurial, and paradigm-shifting sustainable development projects underway in early 21st Century Panama. Central America's largest and fastest growing economy, Panama is developing rapidly. This course will explore avenues by which the nation is tackling sustainability challenges while balancing economic growth, cultural values, conservation of biodiversity, and exploitation of natural resources. The early 1900s were about Imperialism and political and financial dominance invoked to make something happen that was colossal in scale and macro in scope. Today Panama is about bright spots, positive deviance, and emergence of new economic initiatives and development based on a different world view, but these micro scale projects also have the potential to change world order. We will spend the first half of the trip in Panama City, during which we will visit the Canal and take a day trip to Colon and the Free Trade Zone. We will travel to the islands of Bocas del Toro for the second half of the week to broaden our perspective on Panama's historical and contemporary approaches to sustainable development. The learning objective of this course is to examine a paradigm shift in economic development over the past 100 years using Panama as a critical case study. This course will have an additional fee to cover logistical costs. This course requires interested students to submit a course application. The application can be found here: https://sasupenn.qualtrics.com/jfe/form/SV_bOn90FjVxUDZQN

Taught by: Barstow and Cronin
Course not offered every year
Prerequisites: Registration permits will be issued upon receipt of a signed travel agreement.
Activity: Seminar
1.0 Course Unit

Notes: DYNM Course Category: A; DYNM Course Concentrations: LMC, GL, SD. Travel Dates: 3/1-11.
DYNM 786 European Approaches to Multi-Stakeholder Project Management
In the interconnected world of global corporations, studying Project Management from the standpoint of U.S. firms is not enough. Broadening perspectives is the goal of the seminar in Paris, France. Dr. Jean-Marc Choukroun will lead Organizational Dynamics students in a study of European approaches to the challenges of large project management, particularly those involved in public-private and other multi-group projects. Dr. Choukroun notes that "In today's global economy, managing multi-national, multi-cultural teams, devising innovative financing arrangements and securing public-private cooperation are increasingly becoming standard requirements for complex projects. European integration has made dealing with these issues a priority with many European organizations. Students will be exposed to new ideas, and new ways of applying time-tested methods and techniques that European organizations in general, and more specifically French organizations, have developed to address these issues. Properly adapted, some of these ideas should prove to be readily applicable in the US context. In addition, students will discover how French managers in the public and private sectors frame issues, approach problems and implement solutions."
Taught by: Choukroun
Course not offered every year
Activity: Seminar
1.0 Course Unit
Notes: DYNM Category: A; DYNM Concentrations: LMC, GL. Travel Course Dates: 5/25 to 6/2.

DYNM 899 MPhil Capstone Registration
Activity: Masters Thesis
1.0 Course Unit
Notes: DYNM 899 is a required registration for MPhil candidates.