

Dr. Michael A. Diamond
Professor and CSOC Director
Organizational Change in a Community and Global Context
PA 8630
Syllabus (revised and updated January 18, 2006)

PA 8630 examines the evolution and emergence of organizations in a community and global context. The focus of this graduate seminar is on organizations in a postmodern era of ethnic, cultural, religious and national, violence and terror. The course is designed to address the social, political, and psychological reality of contemporary globalization faced by multi-sector organizations. This global context is not only complex and chaotic, it is dangerous and unpredictable. Thus, we ask: What do government leaders, officials, diplomats, and corporate executives, need to understand about the community and global climate of war and terrorism? And, how might this understanding shape multinational politics and corporate, strategic planning and decision-making?

Terror, ethnic and religious conflict, shape and define the community and global context from which governmental, non-governmental (NGO), private and not-for profit organizations, operate today. The global search for human security requires a deeper, more compassionate, insightful, and reflective perspective on multinational engagement, politically and economically. This perspective requires incorporating a psychodynamic understanding of large group identities, global networks of violence and terror, in addition to comprehending the mix of political, technological, and economic factors.

Leaders, executives, managers, diplomats and consultants working in this postmodern world of terror and globalization require a deeper understanding and sensitivity to multiple cultures, ethnicities, religions and nationalities, if they are to effectively deliver services and products to the community at-large. These actors require realistically complex, theoretical frameworks for distinguishing between peaceful and secure large group identities (religious, ethnic, cultural and national) and violent and insecure ones. This course is intended to provide graduate students with psychological and organizational (normative) theories to advance their conceptualization of organizational change in the present community and global context.

Required readings:

Jones, J.W. (2002) *Terror and Transformation: The Ambiguity of Religion in Psychoanalytic Perspective*

Kakar, S. (1996) *The Colors of Violence: Cultural Identities, Religion, and Conflict*

Levine, D. (2004) *Attack on Government: Fear, Distrust and Hatred in Public Life*

Pape, R.A. (2005) *Dying to Win: The Strategic Logic of Suicide Terrorism*

Reich, W. (1998) *Origins of Terrorism: Psychologies, Ideologies, Theologies, States of Mind*

Sageman, M. (2004) *Understanding Terror Networks*

Course requirements:

Active participation and learning are shared responsibilities between and among students and their professor. Completing the assigned readings and coming prepared to weekly seminars is essential. Absence from any class session is discouraged (15% of overall grade)

Students will submit a five page (double-spaced) review of each book at the conclusion of our discussions of each individual work. Each critical review is to be structured as follows: 1) introduction (reconstruction) of theory and central thesis; 2) implications for globalization and organizational change. (6 papers @ 10pts. Each or 60% of overall grade)

Students will be organized into small work groups (or one larger group) and required to construct a presentation for the final evening of the semester. The form of presentation could be anything from a formal report to a role-play exercise or psychodrama. Students are asked to examine one national government or multi-national corporation and report on how it has responded to the threat of terrorism and destabilizing violent conflicts, strategically, structurally, and ideologically. We will discuss the specifics of this presentation during the initial several weeks of the winter semester. (25% of overall grade)

Weekly assignments (may change during the semester):

Weeks 1-3: Reich's *Origins of Terrorism* (3 weeks)

Weeks 4-5: Jones' *Terror and Transformation* (2 weeks)

Weeks 6-7: Kakar's *The Colors of Violence* (2 weeks)

Weeks 8-9: Pape's *Dying to Win* (2 weeks)

Weeks 10-11: Sageman's *Understanding Terror Networks* (2 weeks)

Weeks 12-14: Levine's *Attack on Government* (3 weeks)

If you have any special needs as addressed by the Americans with Disabilities Act and need any test or course materials provided in an alternative format, notify your professor immediately. Reasonable efforts will be made to accommodate your special needs.