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# CD-ROM CONTENTS

## COURSE SYLLABUS

For each chapter in the book, this document outlines topics, learning objectives, instructional activities, possible work group application or practice sessions, and suggested instructional media. It is a *curriculum proposal* that an instructor can easily revise and submit for approval. It is also an *instructor guide*.

## OD CONSULTANT OR FACILITATOR MATERIALS

- Comparison of OC (Organizational Change), OD (Organization Development), and MD/OD (Management Development/Organizational Development) Projects
- MD/OD Project Preparation Phase Steps and Guidelines
- Climate (Attitude) Survey
- Study of Values Conversion Table (for converting raw scores to adult percentile levels)
- Recommendations for Conducting the Superior-Subordinates Discussion, OD Application, and Team-Building Sessions Following the Training Portion of Each Module (to help plan what might be discussed during those sessions)
  - Recommendations for End-of-Module 1 Superior-Subordinates Sessions
  - Recommendations for End-of-Module 2 Superior-Subordinates Sessions
  - Recommendations for End-of-Module 3 Superior-Subordinates Sessions
  - Recommendations for End-of-Module 4 Superior-Subordinates Sessions
  - Recommendations for End-of-Module 5 Superior-Subordinates Sessions

- Recommendations for End-of-Module 6 Superior-Subordinates Sessions
- Recommendations for End-of-Module 7 Superior-Subordinates Sessions

## **ADDITIONAL CHAPTER MATERIALS**

These materials are listed chapter by chapter here. They include

- Study guides (These class/seminar session preparation guides prepare students or seminar participants for both instructional sessions and superior-subordinates discussion, OD application, and team-building sessions following the training portion of each module. Instructors can also use them as class or seminar planning tools.)
- Worksheets and other tools (for accomplishing certain chapter-related activities)
- Quotations on the topic covered in the chapter

### **Introduction**

- Introduction Study Guide

### **Chapter One: Preview of the Book's Next Generation MD/OD Project**

- Chapter One Study Guide

### **Chapter Two: Initial Perspectives on Management Functions and Processes**

- Chapter Two Study Guide
- Quotations on Management and Leadership

### **Chapter Three: The Analysis Phase**

- Chapter Three Study Guide
- Table 3.1: Checklist of Socio-Technical Factors That Influence Organizational Behavior

### **Chapter Four: Planning Phase Functions**

- Chapter Four Study Guide
- Sample Program or Project Budget
- Sample Profit and Loss Statement (Operating Budget)
- Sample Balance Sheet (Assets and Liabilities Budget)
- Sample Cash Flow Statement (Cash Budget)

### **Chapter Five: Decision Making**

- Chapter Five Study Guide
- Comparison Matrix Template

### **Chapter Six: Implementation Functions of Management**

- Chapter Six Study Guide
- Delegation Worksheet

### **Chapter Seven: Managing Time**

- Chapter Seven Study Guide
- Time Management Steps and Suggestions

**Module 2 Preliminary Materials**

- Study Guide for Module 2 Introduction
- Personal Inventory Form
- Trait Assessment Feedback Form
- Quotations on Personal Life
- Quotations on Personal Motivation

**Chapter Eight: Managerial and Leadership Styles**

- Chapter Eight Study Guide
- Checklist of HT,HP (High Task, High People) Attitudes and Behavior Patterns

**Chapter Nine: Major Nonpersonal Influences on Managerial Behavior**

- Chapter Nine Study Guide

**Chapter Ten: Personal Influences on Managerial Behavior**

- Chapter Ten Study Guide

**Chapter Eleven: Unifying “One Best Style” and Contingency or Situational Theories**

- Chapter Eleven Study Guide

**Chapter Twelve: Summary of Socio-Technical Influences and the Implications for a Synergistic MD/OD Project**

- Chapter Twelve Study Guide
- Thumbnail Organizational Influences Inventory
- Table 3.1: Checklist of Socio-Technical Factors That Influence Organizational Behavior

**Chapter Thirteen: Individual Problem Solving and Decision Making**

- Chapter Thirteen Study Guide
- Table 13.1: Problem-Solving Phases and Steps
- Quotations on Thinking and Planning

**Chapter Fourteen: Perspectives on Interpersonal Relations**

- Chapter Fourteen Study Guide
- Examples of Double Standards
- Social Norms Worksheet
- Quotations on Interpersonal Relations

**Chapter Fifteen: Effective Communication**

- Chapter Fifteen Study Guide
- Table 15.2: Symptoms of Faulty Communications, and Sender and Receiver Responsibilities for Preventing Them
- Nonverbal Communication
- Guidelines for Writing Effective Reports, Memos, and Directives
- Quotations on Communication

**Chapter Sixteen: Guiding and Participating in Team Think-Work Processes**

- Chapter Sixteen Study Guide
- Table 16.1: Conducting Effective Team-Think Processes
- List of Group Process Interaction Categories
- Group Process Evaluation Form

**Chapter Seventeen: Better Individual and Organizational Learning**

- Chapter Seventeen Study Guide
- Quotations on Learning

**Chapter Eighteen: The Unified Practice of Management™ Model and Its Implications for Developing More Effective Organizations**

- Chapter Eighteen Study Guide