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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