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Alien Ethos: A Case Study of the Emergence of a Systems and Complexity Theory Course in Business a
School

The purpose of this paper is to discuss the emergence and evolution of a required graduate level business course focused on organizational culture, systems and complexity in private and public sector organizations. A case study, this paper describes two graduate program evolutions and experiences (praxis) in moving a course that began in 2002 with *Systemic Intervention* – from a Theory of Constraints (TOC) orientation to a curriculum that melded the highly theoretical concepts of complexity science and systems theory to the practical needs of organizational leaders. The discussion will begin with origins of the course, migration of core concepts and course structures and then covering various learning activities and tools developed to teach complexity business content. Lessons we have learned as a core offering in three different graduate programs and suggestions for faculty who want to cover these concepts in their courses are included.