

<b>Course</b>	<b>HRDV 5630 - Organizational Development and Change</b>
<b>Term</b>	Fall 1, Aug 17 – Oct 16, 2009
<b>Instructor</b>	Name: Coon, Ken Phone: 501-224-0263 ext. 117 (wk) 501-772-3052 (cell) Email: <a href="mailto:coonke@webster.edu">coonke@webster.edu</a> or <a href="mailto:kencocon@sbcglobal.net">kencocon@sbcglobal.net</a>
<b>Catalog Description</b>	Organization development (OD) is the process of planning and implementing interventions to create interpersonal, group, intergroup, or organization-wide change. This course presents the theoretical foundations of organization development as an applied behavioral science. Students will also be introduced to many types of interpersonal, intra-group, intergroup, and organizational interventions that are used to effect comprehensive and lasting changes.
<b>Prerequisites</b>	Students majoring in human resources development must have completed the requisite course Introduction to Human Resources Development (HRDV 5000) before taking this course. Students who are <b>not</b> human resources development majors do <b>not</b> need to have completed Introduction to Human Resources Development (HRDV 5000) before taking this course.
<b>Course Level Learning Outcomes</b>	<ol style="list-style-type: none"> <li>1. Students will be able to <b>identify</b> organizational situations that would benefit from organization development interventions.</li> <li>2. Students will be able to <b>diagnose</b> the organizational systems issues at the level of the individual, small group, inter-group, organization, and organization/environment levels of analysis.</li> <li>3. Students will <b>explain</b> the limitations of conventional analytical frameworks in hyper-turbulent organizational environments.</li> <li>4. At a foundational level, students will be able to diagnose and <b>plan</b> an intervention that will increase organizational effectiveness.</li> <li>5. Students will be able to <b>easily locate</b> professional resources/tools available to the practitioner.</li> <li>6. Students will be able to <b>identify</b> ways to utilize the personal self as an instrument in the change process.</li> <li>7. Students will be able to <b>integrate</b> OD frameworks with broader HR frames and competency models.</li> <li>8. Students will be able to <b>synthesize</b> intellectual explanations from the field with methodological competencies.</li> </ol>

<p><b>Materials</b></p>	<p><i>Organization Development</i>, 6th Edition French, Wendell L. and Bell, Cecil H. Jr. (1999) Prentice Hall, Upper Saddle River, New Jersey 07458 ISBN 0-132-42231-X</p> <p>Access the Virtual Bookstore at <a href="http://bookstore.mbsdirect.net/WEBSTER.HTM">http://bookstore.mbsdirect.net/WEBSTER.HTM</a> or, call MBS Direct at 800-325-3252, give your school name, site or program, and course #.</p>
<p><b>Grading</b></p>	<p><b>Course Requirements</b></p> <ol style="list-style-type: none"> <li>1. Definition of O. D. 5%</li> <li>2. Mid-term 30%</li> <li>3. Final Test 30%</li> <li>4. Participation 5%</li> <li>5. Project 30%</li> </ol> <p><b>Grading Scale</b> 93-100 A 90-92 A- 87-89 B+ 83-86 B 80-82 B- 70-79 C 0-69 F</p> <p><b>Course Requirements</b> The GRADUATE catalog provides these guidelines and grading options:</p> <p>A/A– Superior graduate work B+/B/B– Satisfactory graduate work C Work that is barely adequate as graduate-level performance CR Work that is performed as satisfactory graduate work (B– or better). A grade of "CR" is reserved for courses designated by a department, involving internships, a thesis, practicums, or specified courses. F Work that is unsatisfactory I Incomplete work ZF An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal. IP In progress NR Not reported W Withdrawn from the course</p>
<p><b>Activities</b></p>	<p>White board, Flip chart</p>

<p><b>Policy Statements: University Policies</b></p>	<p>University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university's published policies. The following policies are of particular interest:</p> <p>A student may submit their term paper to the On-Line Writing Center in St. Louis by email and have a coach make suggestions/corrections. It is up to the student to allow sufficient time (generally 7-10 days) for this process to be utilized and still turn in the term paper on the assigned date. Go to <a href="http://www.webster.edu/acadaffairs/asp/wc/online.html">http://www.webster.edu/acadaffairs/asp/wc/online.html</a></p> <p><b>Academic Honesty</b> The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.</p> <p><b>Drops and Withdrawals</b> Please beware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.</p> <p><b>Special Services</b> If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p><b>Disturbances</b> Since every student is entitled to full participation in class without interruption, all students are expected to be in class and prepared to begin on time. All pagers, wireless phones, or other electronic devices must be turned off, or switched to vibrate, when you enter the classroom.</p> <p>Disruption of class, whether by latecomers, noisy devices, or inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.</p>
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	<p><b>Student Assignments Retained</b> From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</p> <p><b>Contact Hours for this Course</b> It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.</p>
<p><b>Course Policies</b></p>	<p><b>PARTICIPATION POLICY</b> Your participation grade will be based on the following criteria:</p> <ul style="list-style-type: none"> <li>• Quantity of high-quality participation</li> <li>• Quality of participation (your comments and insights in class reflect in-depth knowledge of OD theories and frameworks and the ability to apply them to real and simulated situations)</li> <li>• Balanced involvement in classroom discussion, showing a readiness to share airtime with your classmates.</li> <li>• Your willingness to share personal perceptions and feelings in debriefing role-playing situations, (rational analysis alone is insufficient for the development of OD competencies in the practice situations we simulate).</li> </ul>
<p><b>Week 1:</b></p>	<p>Introductions, discussion of the syllabus, course format, and evaluation design. (1 hr) Explain research projects. Explain O.D. using several models. (2 hr) History of O.D. (1 hr) Form work teams.</p>
<p><b>Week 2:</b></p>	<p>Contracting Lecture (1 hr) Lecture on the definitions of O.D. including:</p> <ul style="list-style-type: none"> <li>• The assumptions and values of O.D.</li> <li>• The Systems Concept.</li> <li>• External and internal consultants as change agents.</li> <li>• OD consulting styles</li> <li>• Change models and resistance to change.</li> <li>• Action research model.</li> <li>• Vision-based change approaches.</li> <li>• Learning organizations.</li> </ul> <p>Work in teams. Read Chapters 1, 2, &amp; 3.</p>

<b>Week 3:</b>	Data Collection Lecture Lecture on the nature of O.D., Action Research & Interventions. Work in teams Read Chapters 4, 5, & 6
<b>Week 4:</b>	Diagnosis, Goal Setting, Action Planning Lecture. Lecture on interventions, specific examples:  Read Chapters 7 & 8.
<b>Week 5:</b>	Mid-Term Exam  Discussion of Projects
<b>Week 6:</b>	Class presentation of research projects. The student leads a discussion on his/her project completion to date. Lecture - Consultant-Client relationships.
<b>Week 7:</b>	Class presentation of research projects continues.
<b>Week 8:</b>	Final essay, open book exam. The exam covers the entire course plus outside reading and library research.
<b>Week 9:</b>	Discuss final. Discuss goal achievement-discuss learning. Work in teams for the last time.
<b>Additional Information</b>	
<b>Approved by</b>	Michael Hostetler, Faculty Coordinator, 26 April, 2009