



Course Syllabus

<b>Course</b>	HRDV 5630 LC Organizational Development and Change
<b>Term</b>	Fall 1 2009, Lackland AFB
<b>Instructor</b>	Name: Jim West, LPC Phone: 210.382.3987 Email: <a href="mailto:jwest@webster.edu">jwest@webster.edu</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 <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>

<b>Materials</b>	<p>Title: <i>An Experiential Approach to Organization Development</i> 7<sup>th</sup> edition</p> <p>Authors: Harvey, D., &amp; Brown, D. R., Upper Saddle River, NJ:</p> <p>Publisher: Prentice Hall</p> <p>ISBN-10: 013144168X</p> <p>ISBN-13: 9780131441682</p>										
<b>Grading</b>	<p>The final grade will be based on one critical incident paper, a critical incident presentation to the class, a participation/one page report grade, and midterm and final examinations. Because OD is an <i>applied behavioral science</i>, your participation grade represents a larger aspect of the overall grade than would normally be the case.</p> <table border="1" data-bbox="488 632 1349 825"> <tr> <td>Critical Incident Paper</td> <td>15%</td> </tr> <tr> <td>Critical Incident Paper Presentations</td> <td>10%</td> </tr> <tr> <td>Midterm Examination</td> <td>25%</td> </tr> <tr> <td>Final Examination</td> <td>25%</td> </tr> <tr> <td>Participation/One Page Reports</td> <td>25%</td> </tr> </table> <p><b>The GRADUATE catalog provides these guidelines and grading options:</b></p> <ul style="list-style-type: none"> <li>• <b>A/A-</b> Superior graduate work</li> <li>• <b>B+/B/B-</b> Satisfactory graduate work</li> <li>• <b>C</b> Work that is barely adequate as graduate-level performance</li> <li>• <b>CR</b> 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.</li> <li>• <b>F</b> Work that is unsatisfactory</li> <li>• <b>I</b> Incomplete work</li> <li>• <b>ZF</b> 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.</li> <li>• <b>IP</b> In progress</li> <li>• <b>NR</b> Not reported</li> <li>• <b>W</b> Withdrawn from the course</li> </ul> <p><b>The UNDERGRADUATE catalog provides these guidelines and grading options:</b></p> <ul style="list-style-type: none"> <li>• <b>A, A-</b> superior work in the opinion of the instructor</li> <li>• <b>B+, B, B-</b> good work in the opinion of the instructor</li> <li>• <b>C+, C, C-</b> satisfactory work in the opinion of the instructor</li> <li>• <b>D+, D</b> passing, but less than satisfactory work in the opinion of the instructor</li> <li>• <b>I</b> incomplete work in the opinion of the instructor</li> <li>• <b>ZF</b> An incomplete which was not completed within one year of the end of the course</li> <li>• <b>F</b> unsatisfactory work in the opinion of the instructor; no credit is granted</li> <li>• <b>W</b> withdrawn from the course</li> <li>• <b>IP</b> course in progress</li> <li>• <b>NR</b> not reported for the course</li> <li>• <b>Z</b> a temporary designation given by the registrar indicating that the final grade has not been submitted by the instructor. When the final grade is filed in the Office of the Registrar, that grade will replace the Z.</li> </ul>	Critical Incident Paper	15%	Critical Incident Paper Presentations	10%	Midterm Examination	25%	Final Examination	25%	Participation/One Page Reports	25%
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<p><b>Activities</b></p>	<ul style="list-style-type: none"> <li>• Use lecturettes to convey an understanding of mandatory topics.</li> <li>• Use simulations and role-plays to promote application and analysis of theory and methods.</li> <li>• Include self-assessment tools and activities to demonstrate acquisition of Organizational Development competencies.</li> <li>• Lead facilitated discussion of readings.</li> <li>• View videotapes and raise questions that will help students integrate learning points with weekly mandatory topics.</li> <li>• Use short, moderately complex cases to promote application, analysis, and solution of organizational problems.</li> <li>• Offer “critical incident” assignments that require students to apply mandatory topics to the resolution of real world organizational problems.</li> <li>• Have students explain theoretical models and applications to the class</li> </ul>
<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><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 be aware 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, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other</p>

	<p>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> <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>
<b>Course Policies</b>	<p><b>PARTICIPATION POLICY</b></p> <p>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>
<b>Weekly Schedule</b>	<p><b>CLASS SCHEDULE</b></p> <p>May be changed at the instructor's discretion</p> <p>Pre-assignment for Week 1:</p> <ul style="list-style-type: none"> <li>• Read Part 1: Anticipating Change.</li> <li>• Chapter 1-- Organizational Development</li> <li>• Chapter 2-- Organizational Renewal</li> <li>• Chapter 3—Changing the Culture</li> </ul> <p>Week 1 Topics:</p> <ul style="list-style-type: none"> <li>• Chapter 1-- Organizational Development</li> <li>• Chapter 2-- Organizational Renewal</li> <li>• Chapter 3—Changing the Culture</li> </ul>

Assignment for week 2:

- Read Part II Understanding the OD Process
- Chapter 4: Leading Change: The OD Consultant-Role and Style.
- One Page Report

Week 2 Topics:

- Chapter 4: Leading Change: The OD Consultant-Role and Style.
- One Page Report

Assignment for Week 3:

- Read Chapter 5: Leading Change: The Diagnostic Process.
- Read Chapter 6: Change

Week 3 Topics:

- Read Chapter 5: Leading Change: The Diagnostic Process.
- Read Chapter 6: Change
- One Page Report

Assignment for Week 4:

- Read Part 3: Developing High Performance
- Chapter 7: Process Intervention Skills
- Chapter 8: OD Intervention Skills
- One Page Report
- Mid Term Chapters 1 - 8

Week 4 Topics:

- Chapter 7: Process Intervention Skills
- Chapter 8: OD Intervention Skills
- One Page Report
- Mid Term Chapters 1 - 8

Assignment for Week 5:

- Read Chapter 9: Employee Empowerment and Interpersonal interventions.
- Read Part 4: Motivating High Performance
- Chapter 10: Team Development Interventions.
- One Page Report

Week 5 Topics:

- Chapter 9: Employee Empowerment and Interpersonal interventions.
- Chapter 10: Team Development Interventions.
- One Page Report

Assignment for Week 6:

- Read Chapter 11: Intergroup Development Interventions
- Read Chapter 12: Goal Setting
- One Page Report

Week 6 Topics:

- Read Chapter 11: Intergroup Development Interventions
- Read Chapter 12: Goal Setting
- One Page Report

	<p>Assignment for Week 7</p> <ul style="list-style-type: none"> <li>• Read Part 5: Developing Success in Organizations</li> <li>• Chapter 13: Work Team Development</li> <li>• Chapter 14: High Performing systems and the Learning Organization.</li> <li>• One Page Report Due</li> </ul> <p>Week 7 Topics</p> <ul style="list-style-type: none"> <li>• Chapter 13: Work Team Development</li> <li>• Chapter 14: High Performing systems and the Learning Organization.</li> <li>• One Page Report Due</li> </ul> <p>Assignment for Week 8:</p> <ul style="list-style-type: none"> <li>• Read Chapter 15: Organization Transformation: Strategy Interventions.</li> <li>• Chapter 16: Organizational Development: the Challenge and the Future.</li> <li>• One Page Report Due</li> <li>• Critical Incident Paper Presentations</li> </ul> <p>Week 8 Topics:</p> <ul style="list-style-type: none"> <li>• Chapter 15: Organization Transformation: Strategy Interventions.</li> <li>• Chapter 16: Organizational Development: the Challenge and the Future.</li> <li>• One Page Report Due</li> <li>• Critical Incident Paper Presentations</li> </ul> <p>Assignment for Week 9:</p> <ul style="list-style-type: none"> <li>• Critical Incident Papers Due</li> <li>• Final Chapters 9 - 16</li> </ul>
<p><b>Additional Information</b></p>	<p>One Page Report and Critical Incident Paper format and information will be covered during the first week of class.</p>