

# Lincoln University

## BA 423: Organizational Development

Course Credit: 4 units (45 lecture hours + 45 self-study research hours)

Term: Summer 2015

Dr. Pete Bogue, Associate Professor of Business Administration

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Office hours: Monday/Wednesday, 2:30-3:30 PM by appointment.

**Catalogue Course Description:** The course includes theoretical and experiential coverage of this management discipline. It aims to improve the organization's culture and its human and social processes through a systematic change program. Both behavioral science and intuitive based assessment techniques are examined to give an integrated approach to organizational development; use of case studies and role-play exercises. A one-unit written research project and its oral presentation are required for the course. (4 units)

### Learning Objectives:

Upon satisfactory completion of this course, students will be able to:

1. Define the concept of organization Development and recognize the need for change and renewal.
2. Describe organization culture and understand its impact on the behavior of individuals in an organization.
3. Recognize the factors contributing to the accelerating rate of change.
4. Identify the ways an organization uses renewing processes to adapt to change.
5. Determine the individual and group methods of coping with change.
6. Recognize the importance of corporate culture to organizational success.
7. Identify the key factors used in assessing corporate culture.
8. Describe the culture and organizational factors that lead to effective organizations.
9. Define the role of an OD practitioner.
10. Identify the forces within individuals and organizations that cause resistance to change programs.
11. Recognize strategies that can increase the motivation to change.
12. Diagnose the forces driving and resisting organization change.
13. Identify and understand the range of major OD intervention techniques and how they can be applied.
14. Identify the way various interpersonal, team, and intergroup techniques fit into an OD program.
15. Recognize the need for employee empowerment interventions in an OD program.
16. Identify how team development techniques fit into an OD program.
17. Recognize team problems and why teams may not operate at optimum capacity.

18. Recognize how goal setting can be used as part of an OD program.
19. Understand how management by objectives (MBO) can be applied as a management system.
20. Describe the major OD quality and productivity interventions.
21. Identify the similarities and differences in job design, total quality management, and self-managed work teams.
22. Recognize how learning organization approaches are used in organization development change programs.
23. Identify and define organization transformation in relation to the change process
24. Understand the basic strategy to changing the culture to fit the strategy.
25. Recognize the importance of corporate culture and its relation to strategy.

**Instructional Materials and References:** Brown, Donald R., and Donald Harvey, "An Experiential Approach to Organization Development," 8<sup>th</sup> ed. (Upper Saddle River, New Jersey: Prentice Hall, 2011). ISBN-13: 9780136106890

**Instructional Methods:** Lectures supported by PowerPoint slides with supervised exercises and business case studies. The emphasis will be on learning by doing. Every student must participate in intensive classroom activities, must complete homework and course assignments, and must take exams.

**Topical Outline:** The course provides a complete, comprehensive review of what it actually takes to lead and consult to transformational change successfully. This course highlights the missing ingredients in current change management practices and reveals the neglected people and process dynamics that so often cause failure to change. The course demonstrates the requirement that leaders become much more conscious of these unseen dynamics, which enables them to create an integrated, process-oriented, change strategy. The course introduces the new change leadership competency of process thinking and spotlights leader and employee mindset change as a key driver of successful transformation.

**Course Requirements:** Students will be responsible for completing the textbook chapter readings prior to the lectures, homework and classroom activities, case studies, mid-term and final exams.

**Assessment Criteria and Methods of Evaluating Students:**

The basis for the determination of the final grade for the course will be the total weighted score for all activities according to the percentages shown in the table:

<b>Homework and Classroom Activities:</b>	<b>10%</b>
<b>Case Studies:</b>	<b>10%</b>
<b>Mid-Term Exam:</b>	<b>25%</b>
<b>Final Exam:</b>	<b>25%</b>
<b>Attendance</b>	<b>05%</b>
<b>Research Project</b>	<b>25%</b>
	<b>100%</b>

**Grading Scale (Point/Grade Conversion):**

100-95 A	76-74 C
94-90 A-	73-70 C-
89-87 B+	69-65 D+
86-84 B	64-60 D
83-80 B-	59 or <F
79-77 C+	

**Attendance:** Regular attendance at classes is essential. Each student is expected to be present for scheduled class periods, to be punctual, and to remain in class for the entire scheduled period. Excessive absences or tardiness may result in loss of credit, lowering of grade, or dismissal from the class. Students are responsible for making up class work missed.

**Examinations:** The mid-term and final exams will consist of short answer and/or essay questions evaluating the student's understanding of the basic concepts, terms, processes, and issues covered in the course.

**Electronic Devices:** Cell phone ringers must be turned off while in the classroom and placed in a vibrating mode. Smart phone and laptop screens may not be viewed in class while lectures are in progress unless otherwise instructed.

**Integrity and Quality of Scholarship:** Integrity of scholarship must be maintained at all times. Plagiarism (copying directly from an author's work) is not permitted. All written work is to be word-processed unless otherwise indicated and should reflect college-level ability in English structure, grammar, spelling, and sophistication of analysis.

**Modification of the Syllabus:** The instructor reserves the right to modify this syllabus at any time during the course. An announcement of any changes will be made in class.

**Summer Semester 2015, 06/08/15 to 07/22/15; Monday/Wednesday, 3:30 to 6:15 PM**

**Homework and Classroom Activities:**

**NOTE:** Students will prepare answers to the "Review Questions" in advance of lectures, word process the answers, bring them to every class, and be prepared to respond if called upon by the instructor to summarize the answers to these review questions. Satisfactory answers will be scored as a 2 (strong answer), 1 (satisfactory answer), or 0 (unsatisfactory answer or absence). Students will submit the answers to the review questions to the instructor for chapters 1, 2, 3, 4, 6, 8 at the Mid-Term Exam on 6/29 and for chapters 9, 10, 12, 13, 14, 15 at the Final Exam on 7/22.

**NOTE: Students will analyze and solve the “Case Studies” under the guidance of the instructor, apply relevant concepts and practical applications found in the respective chapters, word process the answers to the categorical questions in the “Case Analysis Form” following the cases, and submit them to the instructor at the end of the course on 7/22.**

**NOTE: Students will be given the opportunity to make presentations before the class of their responses to the “Review Questions” and “Case Studies” throughout the course. Students must be prepared to deliver creditable responses. Student’s presentation skills will be assessed and evaluated for their professional demeanor. Please be prepared to participate. What you put into the course will determine what you get out of it and what others get out of it.**

**NOTE: Self-Assessment Library: “Insights Into Your Skills, Interests, and Abilities.” Self-assessment questionnaire handouts will be completed in class in conjunction with the textbook readings. Students will record their self-assessment scores and an analysis/interpretation of them on the questionnaires to be submitted to the instructor in class upon completion of the exercise.**

**NOTE: Graduate (MS and DBA) students will respond to the case vignette: “Our Changing World: No Job is Safe – Never Will Be,” pages 472-473, word process an essay about a sustainable career rationale including substantive and meaningful answers to the questions 1 and 2 and submit them to the instructor at the end of the course on 7/22.**

**NOTE: Graduate (MS and DBA) students will prepare a one-unit written research paper selecting a topic of interest from the chapters covered in the text and make 30 minute presentations utilizing 10-12 Power Points in a separate class meeting to be arranged at the end of the course.**

## **COURSE SCHEDULE**

**M 6/8/15 Lecture: Chapter 1, Organization Development & Reinventing the**

**Organization**

**Review Questions 1, 2, 3, 4, 5, 7**

**Presentations of Review Questions**

**Case Study, “TGIF” Questions 1, 2, 3, 4**

**Introduction: Graduate (MS and DBA) students will prepare a one-unit written research paper based on textual material and its oral presentation in a separate meeting to be arranged at the end of the course.**

**Self-Assessment Library**

**W 6/10/15 Lecture: Chapter 2, Organization Renewal: The Challenge of Change**

**Review Questions 1, 2, 3, 4, 5**

**Presentations of Review Questions**

**Self-Assessment Library**

**M 6/15/15 Lecture: Chapter 3, Changing the Culture**

**Review Questions 2, 3, 4**

**Presentations of Review Questions**

**Self-Assessment Library**

**W 6/17/15 Lecture: Chapter 4, Role & Style of the OD Practitioner**

**Review Questions 1, 2, 3, 4**

**Presentations of Review Questions**

**Case Study, “The Grayson Chemical Company” Answer**

**categorical questions in Case Analysis Form plus value**

**added recommendations**

**Self-Assessment Library**

**M 6/22/15 Lecture: Chapter 6, Overcoming Resistance to Change**

**Review Questions 1, 2, 3**

**Presentations of Review Questions**

**Case Study, “The Hexadecimal Company” Answer categorical**

**questions in Case Analysis Form plus value added recommendations**

**Self-Assessment Library**

**W 6/24/15 Lecture: Chapter 8, OD Intervention Strategies**

**Review Questions 1, 2, 3, 4, 5**

**Presentations of Review Questions**

**Self-Assessment Library**

**M 6/29/15 Mid-Term Exam (Chapters 1, 2, 3, 4, 6, 8); Review questions due**

**W 7/1/15 Lecture: Chapter 9, Employee Empowerment & Interpersonal Interventions**

**Review Questions 2, 3, 5, 6, 7**

**Presentations of Review Questions**

**Self-Assessment Library**

**M 7/6/15 Lecture: Chapter 10, Team Development Interventions**

**Review Questions 1, 2, 3, 4**

**Presentations of Review Questions**

**Case Study, “Steele Enterprises” Answer categorical questions in**

**Case Analysis Form plus value added recommendations**

**Self-Assessment Library**

**W 7/8/15 Lecture: Chapter 12, Goal Setting for Effective Organizations**

**Review Questions 1, 2, 3, 4, 5**

**Presentations of Review Questions**

**Case Study “Western Utilities Company” Answer categorical questions**

**in Case Analysis Form plus value added recommendations**

**Self-Assessment Library**

**M 7/13/15 Lecture: Chapter 13, Work Team Development**

**Review Questions 1, 3, 4**

**Presentations of Review Questions**

**Case Study, “Wengart Aircraft” Answer categorical questions in Case Analysis Form plus value added recommendations**

**Self-Assessment Library**

**W 7/15/15 Lecture: Chapter 14, High Performing Systems & the Learning Organization**

**Review Questions 1, 2, 3**

**Presentations of Review Questions**

**Self-Assessment Library**

**M 7/20/15 Lecture: Chapter 15, Organization Transformation & Strategic Change**

**Review Questions 1, 2, 3**

**Presentations of Review Questions**

**Self-Assessment Library**

**W 7/22/15 Final Exam (Chapters 9, 10, 12, 13, 14, 15); ALL ASSIGNMENTS DUE**

**Date Syllabus Was Last Reviewed: June 12, 2015**