LINCOLN UNIVERSITY

DEPARTMENT OF BUSINESS AND ECONOMICS

BA 423 – ORGANIZATIONAL DEVELOPMENT

Course Units: 4 semester units

Class hours: 60 semester hours

Semester: Spring semester 2011

Dr. Merwyn A. "Pete" Bogue, Jr., Associate Professor of Business Administration
petebogue@yahoo.com
University telephone: (510) 628-8010; Home telephone: (707) 746-5517 (urgent calls
only); Mailing address: P.O. Box 1371, Benicia, CA 94510; Office hours: By
appointment

**Catalogue Course Description: BA 423 Organizational Development: 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 is a required part of the course. (4
units)**

**Course Objectives: 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.**

**Methodology: Lectures supported by PowerPoint slides, discussion groups, class
handouts and accompanying exercises, Internet based resources, written case
studies, research projects; walking field trips to local businesses and/or government
agencies, and guest lecturers when appropriate.**

Instructional Materials and References:
**Required Textbook: Brown, Donald R., and Donald Harvey, "An Experiential
Approach to Organization Development,"7th ed. (Upper Saddle River, New Jersey:
Prentice Hall, 2006). ISBN-13: 9780131441682.**

Course Learning Objectives Keyed to Required Textbook Chapters:
**Chapters to be covered in the course. Other chapters may be covered in lectures but will not be included in the content of examinations.

**Chapter 1 Organization Development and Reinventing the Organization.
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. Understand the expectations of the psychological contract formed on joining an organization.
4. Describe the five stages of organization development.

**Chapter 2 Organizational Renewal: The Challenge of Change
1. Recognize the factors contributing to the accelerating rate of change.
2. Identify the ways an organization used renewing processes to adapt to change.
3. Determine the individual and group methods of coping with change.
4. Understand and apply the sociotechnical-systems approach to OD.

**Chapter 3 Changing the Culture
1. Recognize the importance of corporate culture to organizational success.
2. Identify the key factors used in assessing corporate culture.
3. Describe the culture and organizational factors that lead to effective organizations.

**Chapter 4 Role and Style of the OD Practitioner
1. Define the role of an OD practitioner.
2. Identify your strengths and areas of improvement as a potential practitioner.
3. Experience and practice your own style of intervention and influence in a group.

Chapter 5 The Diagnostic Process
1. Identify system parameters and recognize the symptoms, problems, and causes of organizational effectiveness.
2. Recognize the various techniques for gathering information from client systems.
3. Describe the major diagnostic models and techniques used in OD programs.
4. Apply a systematic diagnosis to organizational situations.

**Chapter 6 Overcoming Resistance to Change
1. Identify the forces within individuals and organizations that cause resistance to change programs.
2. Recognize strategies that can increase the motivation to change.
3. Diagnose the forces driving and resisting organization change.
4. Experience reactions to a change situation.

**Chapter 7 Process Intervention Skills
1. Understand the key OD process skills and determine how they can be applied.
2. Practice using OD process skills.
3. Identify and gain insights into your own OD style.

Chapter 8 OD Intervention Strategies
1. Identify and understand the range of major OD intervention techniques and how they can be applied.
2. Identify the way various interpersonal, team, and intergroup techniques fit into an OD program.
3. Understand the change strategies.

**Chapter 9 Employee Empowerment and Interpersonal Interventions
1. Recognize the need for employee empowerment interventions in an OD program.
2. Experience the dynamics involved in interpersonal communication.
3. Practice giving and receiving feedback on your personal communication styles.
4. Describe career life planning and stress management as OD techniques.

**Chapter 10 Team Development Interventions
1. Identify how team development techniques fit into an OD program.
2. Recognize team problems and why teams may not be operating at optimum capacity.
3. Understand and experience the process of team development.

Chapter 11 Intergroup Development Interventions
1. Identify problems of intergroup conflict and suboptimization.
2. Experience the negative effects of competition on organization effectiveness.
3. Observe and develop strategies for collaborative intergroup relations.
4. Diagnose the causes of cooperative versus competitive group relations.

**Chapter 12 Goal Setting for Effective Organizations
1. Recognize how goal setting can be used as part of an OD program.
2. Apply the major findings of the research on goal setting to develop organizational and personal goals.
3. Understand how management by objectives (MBO) can be applied as a management system.
4. Experience and practice goal-setting approaches.

** 13 Work Team Development
1. Describe the major OD quality and productivity interventions.
2. Diagnose job design problems as part of an OD intervention.
3. Identify the similarities and differences in job design, total quality management, and self-managed work teams.
4. Experience how an OD practitioner can help an organization to make productivity changes.

Chapter 14 High-Performance Systems and the Learning Organization
1. Recognize how learning organization approaches are used in organization development change programs.
2. Identify several basic OD intervention techniques.
3. Experience and practice these system approaches.

Chapter 15 Organization Transformation and Strategic Change
1. Identify and define organization transformation in relation to the change process.
2. Understand the basic strategy-culture matrix and other approaches to changing the culture to fit the strategy.
3. Recognize the importance of corporate culture and its relation to strategy.
4. Experience these concepts in a management simulation.

Chapter 16 The Challenge and the Future for Organizations
1. Understand the basic issues in using organization development as an approach to planned change.
2. Recognize ways of maintaining, internalizing, and stabilizing a change program.
3. Identify some of the future trends and problems facing the OD practitioner.
4. Understand the process of terminating the practitioner–client relationship.

Textbook Chapter Outline:
Chapter 1, Organization Development and Reinventing the Organization
Chapter 2, Organization Renewal: The Challenge of Change
Chapter 3, Changing the Culture
Chapter 4, Role and Style of the OD Practitioner
Chapter 5, The Diagnostic Process
Chapter 6, Overcoming Resistance to Change
Chapter 7, Process Intervention Skills
Chapter 8, OD Intervention Strategies
Chapter 9, Employee Empowerment and Interpersonal Interventions
Chapter 10, Team Development Interventions
Chapter 11, Intergroup Development Interventions
Chapter 12, Goal Setting for Effective Organizations
Chapter 13, Work Team Development
Chapter 14, High Performing Systems and the Learning Organization
Chapter 15, Organization Transformation and Strategic Change
Chapter 16, The Challenge and the Future for Organizations

Testing: Assessment Criteria and Method of Evaluating Students:

Attendance: Regular attendance at classes is essential. Excessive absences may result in lowering of the final course grade or even dismissal from class resulting in a loss of credit. Absences due to illness may be excused provided the absence excuses are accompanied by a licensed medical practitioner's signed note or letter attesting to the period of illness. Students are responsible for making up the class work missed.

Assignments: Various chapter behavioral objectives and readings in the textbook, related Internet exercises, written cases and selected case questions to be answered will be assigned during the course. Particular attention should be directed to chapter behavioral objectives and summaries containing implications for managers since they help to organize the content of the chapters and to identify the most important information to be included in the course examinations. Completion of reading assignments prior to the class dates is essential not only to understanding the subject matter but also to enhancing the quality of participation in class.

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

Case Studies: Students are required to submit one or more assigned case studies. Your case study solutions should cover the case scenarios in some detail, sources in addition to the class text should be used such as outside readings, computer searches, etc., the bibliographies, as well as facts and figures, must be documented by proper annotation and referencing, and you should summarize the outcome or major concluding points of the case studies applying relevant concepts, theories, systems, strategies, and practical applications found in your textbook. You may submit attachments with your case studies, graphs, charts, etc., but sources must be properly documented.

Research Project: Students are required to submit a term paper based upon the subject matter of a selected chapter from the textbook reviewing the current research about the chosen subject, summarizing the results, and offering conclusions. The format of the term paper must adhere to a current style book, be documented by proper annotation and referencing and include a bibliography.

Grading Scale (Point/Grade Conversion):

100-95 A	76-74 C
94-90 A-	73-70 C-
89-87 B+	69-67 D+
86-84 B	66-64 D
83-80 B-	63-60 D-
79-77 C+	59 or <F

Assigned Grade Percentages:
30% Final examination (based upon selected chapters of Brown & Harvey text)
40% Written case study responses (case analysis form)
25% Class exercises
05% Attendance
25% Research project for additional 15 credit hours
Standards: Students will be responsible to attend all lectures and complete the textbook chapter readings, final examination, written case study analyses, Internet assignments and/or quizzes, research project, participate in class discussions and role-play exercises, and field trips when applicable.

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 structure, grammar, spelling, and sophistication of analysis.

Supplemental Materials: Handouts may be distributed during the class on related topics as deemed appropriate by the instructor. You may be held responsible for the content of handouts on the course examinations.

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.

NB (Note Well): Read all assigned chapters in preparation for the examinations without regard to lectures which may supplement rather than follow the text.

Schedule:
Spring Semester 2011, 03/10/11 to 05/03/11, Meeting days/times: Tuesday/Thursday, 6:30 p.m. to 9:15 p.m. (*Chapters to be covered and included in final examination)
Tuesday, March 10, *Chapter 1, Organization Development & Reinventing Organization
                Case study "TGIF," pg. 28
Tuesday, March 15 through Saturday, March 19 Spring Recess
Tuesday, March 22, *Chapter 2, Organization Renewal: The Challenge of Change
Thursday, March 24, *Chapter 3, Changing the Culture
Tuesday, March 29, *Chapter 4, Role & Style of the OD Practitioner
                Case study "The Grayson Chemical Company," pg. 123
Thursday, March 31, Chapter 5, The Diagnostic Process
Tuesday, April 5, *Chapter 6, Overcoming Resistance to Change
                Case study "The Hexadecimal Company," pg. 180
Thursday, April 7, *Chapter 7, Process Intervention Skills
                Case study "The OD Letters," pg. 210
 Tuesday, April 12, Chapter 8, OD Intervention Strategies
Thursday, April 14, *Chapter 9, Employee Empowerment & Interpersonal Interventions
Tuesday, April 19, *Chapter 10, Team Development Interventions
                Case study "Steele Enterprises," pg. 310
Thursday, April 21, Chapter 11, Intergroup Development Interventions
                *Chapter 12, Goal Setting for Effective Organizations
                Case study "Western Utilities Company," pg. 364
Tuesday, April 26, *Chapter 13, Work Team Development
                Case study "Wengart Aircraft," pg. 395
                Chapter 14, High Performing Systems & the Learning Organization
Thursday, April 28, Chapter 15, Organization Transformation & Strategic Change
                Chapter 16, The Challenge and the Future for Organizations
Tuesday, May 3, Final Exam; ALL ASSIGNMENTS DUE, NO EXCEPTIONS!
Monday, May 9, Spring Semester Ends

Date Syllabus Was Last Reviewed: January 31, 2011