Organization Development and Change

HRDV-5630

Meeting Times

Monday, 5:30PM - 9:30PM, Florida Campuses (WebNet+, Host Campus: Jacksonville NAS Campus)

1/4, 1/11, 1/18, 1/25, 2/1, 2/8, 2/15, 2/22, 3/1

We will be meeting virtually via Zoom. To join our class, you may click on the link:

https://webster-edu.zoom.us/j/96545378411

or login to Canvas and click on the Zoom tab on the upper left hand corner in our classroom shell.

Contact Information

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Description

Organization development (OD) is the process of planning and implementing interventions to create interpersonal, group, inter-group, 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, inter-group, and organizational interventions that are used to effect comprehensive and lasting changes.

Requisites

Students majoring in human resources development should have completed the requisite course Introduction to Human Resources Development (HRDV 5000) before taking this course. Students who are not human resource development majors do not need to have completed Introductions to Human Resources Development (HRDV 5000) before taking this course.

Outcomes

1. Students will be able to identify organizational situations that would benefit from organization development interventions.
2. Students will be able to diagnose the organizational systems issues at the level of the individual, small group, inter-group, organization, and organization/environment levels of analysis.
3. Students will explain the limitations of conventional analytical frameworks in hyper-turbulent organizational environments.
4. At a foundational level, students will be able to diagnose and plan an intervention that will increase organizational effectiveness.
5. Students will be able to easily locate professional resources/tools available to the practitioner.
6. Students will be able to identify ways to utilize the personal self as an instrument in the change process.
7. Students will be able to integrate OD frameworks with broader HR frames and competency models.
8. Students will be able to synthesize intellectual explanations from the field with methodological competencies.

Required Textbook

Organization Development: The Process of Leading Organizational Change

Author: Anderson
Publisher: Sage
Edition: 5th
ISBN: 978-1544333021

Deliverables

1. Attend all class meetings – prepared, on time, and eager to participate actively. Class participation is essential and is expected. Attendance is documented via the class attendance roster. Unexcused absence will lower your overall course grade.
2. Utilize all available resources effectively, including course text, instructor, peers, and current publications. Type all written assignments using double spacing and APA style (6th edition).
3. Your papers should be clear, well organized, free from spelling and grammatical errors (proofread before submitting), and turned in on time. Use of outside sources is encouraged but should be acknowledged appropriately.
4. Present all oral assignments clearly and in a well organized fashion, but also consider being creative and having fun with your presentations. Use effective visual aids (PowerPoint, for example), and feel free to re-configure the classroom space for your purposes. Good eye contact, appropriate gestures, and an audible delivery are important. All presenters will share in delivering group presentations, and all will receive the grade earned by the group as a whole.
5. Written assignments and in-class discussion are confidential.
6. No use of personal computers or other electronic devices may be used during a class meeting, except to set up and implement a PowerPoint presentation or to refer to the course e-text.
7. Treat your fellow students respectfully and with dignity at all times.
8. Be passionate about learning!

Evaluation

Case Studies 20%
Movie Presentation 30%
OD Proposal 30%
OD Presentation 10%
Class Participation 10%

Schedule

Week 1 (1/4)
Introduction to Organizational Development
Review

Chapter 1 – What is organizational development?
Chapter 2 – History of organizational development

Week 2 (1/11)

OD Ethics and Core Values

Review

Chapter 3: Core Values and Ethics of Organizational Development
Chapter 4: Foundations of Organizational Change

Case Study Due: Pick from Case 2 or 3. Case 2: Analyzing Opportunities for OD Work at Northern County Legal Services or Case 3: I Just Can't Work With Her” Team Conflict in the Northeast Sales Division

Week 3 (1/18)

Entry and Contracting

Review

Chapter 5: The Organizational Development Practitioner and the OD Process
Chapter 6: Entry and Contracting

Week 4 (1/25)

Data Gathering & Diagnosis

Review

Chapter 7: Data Gathering
Chapter 8: Diagnosis and Feedback

Case Study Due: Pick from Case 4 or 5. Case Study 4: Proposing a Data Gathering Approach at TLG Solutions. Case Study 5: Sorting Through the Data From Logan Elementary School.

Week 5 (2/1)

Review

Chapter 9: An Introduction to Interventions
Chapter 10: Individual Interventions

Movie Presentation Due

Week 6 (2/8)

Review

Chapter 11: Team Interventions
Chapter 12: Whole organization and multiple organization interventions
Case Study Due: Pick from Case 7 or 8. Case 7: Solving team Challenges at DocSystems Billing, Inc. Case 8: The Future of the Crossroads Center.

Week 7 (2/15)
Review
Chapter 13: Organization Culture and Design Interventions
Chapter 14: Sustaining Change, Evaluating, and Ending an Engagement

Week 8 (2/22)
Review
Chapter 15: Global Issues in Organization Development
Chapter 16: The Future of Organizational Development
Case Study 10 Due: A Global Partnership at GFAC Consulting

Week 9 (3/1)
Topics:
  • Review
  • Reflection
  • Lessons learned

OD Presentation Due
OD Proposal Due

Course Policies

• This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student. The schedule below presents an approximate expectation of course progress. The instructor reserves the right to change the overall course grade weighting. Any changes will be announced in class.

• In line with the university’s policy on academic honesty, please be advised that instances of academic dishonesty will result in a zero for the assignment and will be reported to the Dean of the School of Business and Technology for further disciplinary action. In an effort to ensure the integrity of the academic process, WebsterUniversity strongly affirms the importance of academic honesty as defined by the Graduate Studies Catalog. All required assignments in this course will be checked for plagiarism using a plagiarism prevention service called Turnitin. The tool will be used to compare a student’s work against Internet sources, other student submissions and academic databases.

Institutional Policies

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:

Academic Honesty
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.

Drops and Withdrawals
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 Add/Drop/Withdraw section of the academic catalog for further information and to find the deadlines for dropping a course with a full refund and for withdrawing from a course with a partial refund.

Special Services
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.

Disturbances
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 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.

Academic Policies
Academic policies provide students with important rights and responsibilities. Students are expected to familiarize themselves with all academic policies that apply to them. Academic policies for graduate students should review the Graduate Studies Catalog.

Graduate Studies Catalog
The Graduate Studies Catalog contains academic policies that apply to all graduate students. The academic policies section of the catalog contains important information related to conduct, academic honesty, grades, and more. If you are a graduate student, please review the catalog each academic year. The current Graduate Studies Catalog is at:

http://www.webster.edu/catalog/current/graduate-catalog/

Grading
The Grades section of the academic catalog outlines the various grading systems courses may use, including the information about the final grade reported for this class.

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html#grades

Incomplete
There are important policies that govern grades of Incomplete (I), including the circumstances under which Incomplete grades are granted, deadlines for completion, and consequences should the remaining course work not be completed. It is the responsibility of a student who requests an Incomplete to ensure that he/she understands and follows the policies.

Grade Appeals

Instructors are responsible for assigning grades, and student should discuss grade issues with the instructor. Policies and procedures for appealing grades are available in the appropriate catalog.

Please refer to the most recent academic catalog for information on the Webster University grading policy.

- Attendance the last day of class is mandatory to ensure that all work is completed and to be awarded a passing grade. An Incomplete will not be acceptable without documented proof (Death Notice, Doctor’s Letter, etc.) as to absence relating to non-completion of class work. These must be faxed to 904-262-1459 or dropped off to Webster University by the Monday after the term ends.
- Participants are expected to arrive on time and be actively involved in the learning experience. Each student should desire to learn, participate, and proactively contribute to the learning of others during each discussion and exercise.
- Students are to participate in classroom discussions. The discussions are an opportunity for students to reveal their understanding of the assignments made for the current and previous classes.
- Assignments are given to prepare the student to participate in class discussions; therefore, it is imperative that reading assignments and associated questions for discussion be completed prior to class.
- A maximum of 10 points will be awarded based on the level and quality of participation and preparation.
- All assignments are due as detailed in the Course Schedule.
- Late assignments will be accepted, if they are turned in no later than one week later, but will be penalized one letter grade for the assignment. Furthermore, late assignments will lower the student's final grade by an additional one point. Failure to turn in an assignment within one week will result in a grade of "0" for that assignment.

Your participation grade will be based on the following criteria:

Quantity of high-quality participation

- 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)
- Balanced involvement in classroom discussion, showing a readiness to share airtime with your classmates.
- 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).

Case Study Guidelines

You will be asked to respond to four of the case study readings through evaluation and application of specific organizational development concepts. All papers should be approximately 4-5 pages, typed and double-spaced and follow APA 6th edition guidelines. Assignments are due on the class period listed and will be marked down if late.

All writing assignments should demonstrate professional work, including thorough and well-thought out arguments and discussions, appropriate citations where necessary, clear organization in order to communicate unambiguously to the reader, and the absence of mechanical flaws (such as grammar and spelling errors).

The best case study applications will involve an explanation of the concepts from the week and will use specific examples and quotes from both the case study and the reading assignment to demonstrate appropriate application of the material. Applying course concepts to case studies requires particular attention to the logical flow of writing. Be sure to: (1) identify and explain the concept, (2) explain the situation referenced, using specific quotes and examples, and (3) be very explicit about how (1) relates to (2); that is, what is it that this concept tells us about this case situation (or vice versa)?
A picture is worth a thousand words. A moving picture with sound could be worth millions of words.

Please be specific about the trait or theory you decide to present. For example, saying a clip showed a change behavior is not adequate. Showing a behavior and saying this person is showing a specific type of resistance to change is adequate. Be very specific; focus on one (1) theory or trait per presentation. Give a lot of the movie's background; explain the situation and the characters.

Introduce and show a five-ten minute "clip" (a clip shall be defined as a continuous section of a movie-no skipping from scene to scene) and explain how it relates to organizational development. One clip-one theory per presentation.

Some movies to consider include: Office Space, Patch Adams, Up in the Air, Freedom Writers, The Blind Side, Memoirs of a Geisha, Million Dollar Baby, A Beautiful Mind, Good Will Hunting, Jerry Maguire and Forrest Gump or a list of television shows: The Office, 24, Grey's Anatomy, Scrubs and 30 Rock. Other movie/show titles must be submitted for approval prior to due date of assignment.

Organizational Development Proposal Guidelines

Assignment parameters will be discussed during the first class meeting.

Academic Honesty Policy

Webster University is committed to academic excellence. As part of our Statement of Ethics, we strive to preserve academic honor and integrity by repudiating all forms of academic and intellectual dishonesty, including cheating, plagiarism and all other forms of academic dishonesty. Academic dishonesty is unacceptable and is subject to a disciplinary response. Students are encouraged to talk to instructors about any questions they may have regarding how to properly credit others’ work, including paraphrasing, quoting, and citation formatting. The university reserves the right to utilize electronic databases, such as Turnitin.com, to assist faculty and students with their academic work.

The University’s Academic Honesty Policy is published in academic catalogs:

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html

As a part of the University commitment to academic excellence, the Academic Resource Center provides student resources to become better acquainted with academic honesty and the tools to prevent plagiarism in its many forms:

http://www.webster.edu/arc/plagiarism_prevention/

Statement of Ethics

Webster University strives to be a center of academic excellence. The University makes every effort to ensure the following:

- The opportunity for students to learn and inquire freely
- The protection of intellectual freedom and the rights of professors to teach
- The advancement of knowledge through scholarly pursuits and relevant dialogue

To review Webster University's statement of ethics, see the Graduate and Studies Catalog:

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/ethics.html

Contact Hours for this Course

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, the content must be covered at another time.

- Students are expected to attend all class sessions of every course for the full 36 contact hours. In the case of unavoidable
absence, the student must contact the instructor. The student is subject to appropriate academic penalty for incomplete or unacceptable makeup work, or for excessive or unexcused absences. Generally, a student who misses more than one four-hour course period (per course) without a documented military or medical excuse and advanced permission of the instructor should withdraw from the class. The University reserves the right to involuntarily drop enrolled students from classes, which they do not attend.

Important Academic Resources

Academic Accommodations

Webster University makes every effort to accommodate individuals with academic/learning, health, physical and psychological disabilities. To obtain accommodations, students must identify themselves and provide documentation from a qualified professional or agency to the appropriate campus designee or the ADA Coordinator at the main campus. The ADA Coordinator may be reached at 314-246-7700 or disability@webster.edu.

If you have already identified as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor of the accommodations you will require for this class at the beginning of the course.

Academic Resource Center

Additional support and resources may be accessed through the Academic Resource Center (ARC). Support and resources include academic counseling, accommodations, assistive technology, peer tutoring, plagiarism prevention, testing center services, and writing coaching. Visit www.webster.edu/arc or Loretto Hall 40 on the main campus for more information.

University Library

Webster University Library is dedicated to supporting the research needs and intellectual pursuits of students throughout the University’s worldwide network. Resources include print and electronic books, journal articles, online databases, DVDs and streaming video, CDs and streaming music, datasets, and other specialized information. Services include providing materials at no cost and research help for basic questions to in-depth exploration of resources. The gateway to all of these resources and services is http://library.webster.edu. For support navigating the library’s resources, see http://libanswers.webster.edu/ for the many ways to contact library staff. We invite students to visit the Library in Webster Groves.

Drops and Withdrawals

Drop and withdrawal policies dictate processes for students who wish to unenroll from a course. Students must take proactive steps to unenroll; informing the instructor is not sufficient, nor is failing to attend. In the early days of the term or semester, students may DROP a course with no notation on their student record. After the DROP deadline, students may WITHDRAW from a course; in the case of a WITHDRAW, a grade of W appears on the student record. After the WITHDRAW deadline, students may not unenroll from a course. Policies and a calendar of deadlines for DROP and WITHDRAW are at:

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/enrollment.html

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/enrollment.html

Academic Calendar - http://www.webster.edu/academics/academic-calendar/

Current tuition rates, policies, and procedures, including details of pro-rated tuition refunds, are available in the “Tuition, Fees, and Refunds” section of Webster’s Academic Catalogs:
Student Handbook and Other Important Policies

Student handbook and other non-academic policies may apply to you and may impact your experience in this class. Such policies include the student code of conduct, privacy, technology and communications, and more. Please review the handbook each year and be aware of policies that apply to you. The handbook is available at:


Sexual Assault, Harassment, and Other Sexual Offenses

Webster University makes every effort to educate the community to prevent sexual assault, harassment, and other sexual offenses from occurring, and is committed to providing support to those affected when this behavior does occur. To access information and resources or to review the Policy on Sexual Assault, Harassment, and Other Sexual Offenses, visit:

http://www.webster.edu/sexual-misconduct/ (http://www.webster.edu/sexual-misconduct/)

Research on Human Subjects

The Webster University Institutional Review Committee (IRB) is responsible for the review of all research on human subjects. The IRB process applies to all Webster University faculty, staff, and students and must be completed prior to any contact with human subjects. For more information on the IRB, visit:


Course Evaluations

At the end of this course, you will have the opportunity to provide feedback about your experience. Your input is extremely valuable to the university, your instructor, and the department that offers this course. Please provide your honest and thoughtful evaluation, as it helps the university to provide the best experience possible for all of its students.

Important Technology Information

Connections Accounts

Webster University provides all students, faculty, and staff with a University email account through Connections. Students are expected to activate their Connections account and regularly check incoming University email. Students may choose to have their University email forwarded to an alternate email address. Connections account holders can call the Help Desk (314-246-5995 or toll free at 1-866-435-7270) for assistance with this setup. Instructions are also provided on the Information Technology website at:

http://www.webster.edu/technology/service-desk/ (http://www.webster.edu/technology/service-desk/)

WorldClassRoom

WorldClassRoom is Webster’s Learning Content Management System (LMS). Your instructor may use WorldClassRoom to deliver important information, to hold class activities, to communicate grades and feedback, and more. WorldClassRoom is available using your Connections ID at:

https://worldclassroom.webster.edu/ (https://worldclassroom.webster.edu/)

Webster Alerts

Webster Alerts is the University’s preferred emergency mass notification service, available free to current students, faculty and staff at all US campuses. By registering a valid cell phone number and email address, you will receive urgent campus text, voice
mail and email communications. Valuable information concerning a range of incidents affecting you - from weather-related campus closures, class delays and cancellations, to more serious or life-threatening events - are immediately and simultaneously delivered through multiple communication channels. To register for Webster Alerts, visit:

http://www.webster.edu/technology/services/webster-alerts/