



BUS370

Organizational Development

Course Guide

The course overviews how, why, and when to integrate the behavioral sciences with human resource management principles to increase individual and organizational effectiveness. 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.

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Course at a Glance

Course Description

The course overviews how, why, and when to integrate the behavioral sciences with human resource management principles to increase individual and organizational effectiveness. 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.

Course Design

This course is designed to survey the elements of organizational development for those just gaining some knowledge in the greater organizational development literature that have some business course preparation. Special attention and focus is given to the “how to” about organizational development in the grand scheme of organizational context. Theoretical and practical application is given to how organizations use Organizational Development to change and adapt to new operating environments.

The course is presented in an active manner and includes discussions and written assignments. The class sessions not only present theoretical content, but also provide opportunities to apply the content to the student’s personal and organizational life. The action research project focuses on the topics covered in the course that are associated with modern organizational development, its process, and life.

Prerequisites

There are no prerequisites for BUS370.

Course Learning Outcomes

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

1. Develop diagnostic skills to identify OD issues, problems, and opportunities.
2. Apply OD knowledge to organizational situations.
3. Identify organizational situations that require professional assistance.
4. Diagnose the systems issues and select the appropriate intervention.
5. Integrate OD frameworks with HR competency models.
6. Explain the steps involved to effectively manage organizational change in a variety of contexts and settings.

Course Materials

Required Text

Bierema, L. (2014). *An Introduction to Organizational Development*. San Diego, CA: Bridgepoint Education, Inc.
This text is a Constellation™ course digital materials (CDM) title.

Required Resources

Articles

- Llopis, G. (2014, March 14). [Every Leader Must Be A Change Agent Or Face Extinction](http://www.forbes.com/sites/glennllopis/2014/03/24/every-leader-must-be-a-change-agent-or-face-extinction/). *Forbes*. Retrieved from <http://www.forbes.com/sites/glennllopis/2014/03/24/every-leader-must-be-a-change-agent-or-face-extinction/>
- Maynard, M. (2014, June 17). [As Mary Barra Returns To D.C., Can GM's Culture Really Change?](http://www.forbes.com/sites/michelinemaynard/2014/06/17/as-mary-barra-returns-to-d-c-can-gms-culture-really-change/). *Forbes*. Retrieved from <http://www.forbes.com/sites/michelinemaynard/2014/06/17/as-mary-barra-returns-to-d-c-can-gms-culture-really-change/>
- Stout, H., Vlassic, B., Ivory, D., & Ruiz, R. (2014, March 24). [General Motors Misled Grieving Families on a Lethal Flaw](http://www.nytimes.com/2014/03/25/business/carmaker-misled-grieving-families-on-a-lethal-flaw.html?_r=3). *The New York Times*. Retrieved from http://www.nytimes.com/2014/03/25/business/carmaker-misled-grieving-families-on-a-lethal-flaw.html?_r=3

Course Grading

Multiple measures of assessment are used in the course, allowing students opportunities to demonstrate their learning in more than one way and giving consideration to individual learning styles. Course components that will be assessed include:

Discussions

Each week students will participate in online discussions with classmates, which are related to the week's readings. These discussions replace the interactive dialogue that occurs in the traditional classroom setting. Each week, students' initial discussion posts are due by 11:59 p.m. (in the time zone in which each student resides) on Day 3 (Thursday). Students will have until 11:59 p.m. on Day 7 (the following Monday) to make the required minimum number of response posts to classmates. **Discussions represent 21% of the overall course grade.**

Assignments

Written Assignments

There are written assignments due in Weeks One through Four of this course. These assignments must reflect college-level writing. **Assignments represent 42% of the overall course grade.**

Final Paper

The final assignment for this course is a Final Paper. The purpose of the Final Paper is for you to culminate the learning achieved in the course by. **The Final Paper represents 37% of the overall course grade.**

Grading Percent Breakdown

Activity	Grading Percent
Discussions	21
Assignments	42
Final Paper	37
Total	100

Week One

Course Content

To be completed during the first week of class

Overview

Activity	Due Date	Format	Grading Percent
Post Your Introduction	Day 1	Discussion	1
Change Readiness	Day 3 (1 st post)	Discussion	2
Organizational Change	Day 3 (1 st post)	Discussion	2
Intervention	Day 7	Assignment	10

Weekly Learning Outcomes

This week students will:

1. Describe the field of organizational development: its purpose, philosophy and definitions.
2. Describe change readiness as it relates to one of the three levels of change.
3. Compare and contrast 2 models of change.
4. Compare and contrast 1 set of interventions: transitional and transactional change; first and second order change; or operational and strategic change.

Required Resources

Text

Bierema, L. (2014). An Introduction to Organizational Development. San Diego, CA: Bridgepoint Education, Inc.

This text is a Constellation™ course digital materials (CDM) title.

- Chapter 1: Organization Development: An Introduction to the Field, Its History, and Practices
- Chapter 2: Organization Change

Discussions

Participate in the following discussions:

1. **Post Your Introduction.** *1st Post Due by Day 1.* Please post a brief bio on the first day of class. Respond to at least three of your classmate's bios. Use this forum to get acquainted and for ongoing non-content related discussions. .
2. **Change Readiness CLO: 1.** *1st Post Due by Day 3.* Select one of the three levels of change: individual, group/team or organizational/system and provide an example of the process, your response to the change and adjustments that were necessary in order to sustain this change. Respond to two classmates' posts.
3. **Organizational Change CLOs: 1,2,6.** *1st Post Due by Day 3.* Provide a brief description of the 5 Change Models in Chapter 2. Compare and contrast two of the models and, referencing this week's lecture, discuss resistance, or how change could be embraced. Respond to two classmates' posts.

Assignment

Intervention CLOs: 1,2,4,5. *Due by Day 7.* In a two- to three- page paper (not including the title and reference pages) select a, b, or c from the list below and compare and contrast the change interventions.

- a. Transitional and Transformational Change
- b. First and Second Order Change
- c. Operational and Strategic Change

You must use at least two scholarly journal articles that reference the selected change interventions, in addition to the text, and format your paper according to APA style guidelines as outlined in the Ashford Writing Center.

Week Two

Course Content

To be completed during the second week of class

Overview

Activity	Due Date	Format	Grading Percent
Ethical Consulting	Day 3 (1 st post)	Discussion	2
Experience with Consultants	Day 3 (1 st post)	Discussion	2
OD Consultants	Day 7	Assignment	10

Weekly Learning Outcomes

This week students will:

1. Define Consultant and Client.
2. Describe the types, roles and styles of OD Consultants.
3. Outline elements of a quality consulting contract.

Required Resources

Text

Bierema, L. (2014). An Introduction to Organizational Development. San Diego, CA: Bridgepoint Education, Inc.

This text is a Constellation™ course digital materials (CDM) title.

- Chapter 3: The OD Consultant

Discussions

Participate in the following discussions:

1. **Ethical Consulting CLOs: 1,2,3.** *1st Post Due by Day 3.* A company that needs help with implementing a process you have little familiarity with has contacted you. Although you could most likely learn it, you would not be a subject matter expert in the period in which they need you. You are certain you could learn the process and could use the extra income, as your consulting has been a little slow. What are the implications for deciding not to take the assignment? What are the implications for taking the assignment? What would you do and why?

Respond to two classmates' posts.

2. **Experience with Consultants CLOs: 1,2,3.** *1st Post Due by Day 3.* Describe your experience with a consultant, either from your place of employment (current or previous), in the community, or as the consultant yourself. Thinking of this week's lecture and the components of a contract, did he/she follow that process? If not, what was missed? Describe your experience.

If you do not have experience with a consultant, recall a situation from your experience where you would have benefited from having an OD Consultant. What would you have done as a consultant? Why? Respond to two classmates' posts.

Assignment

OD Consultant CLOs: 1,2. *Due by Day 7.* Write a two- to three-page paper (excluding the title and reference pages) defining the various components of the roles and styles of Organizational Development Consultants (ODC). Based on your research, compare and contrast the roles and styles of an ODC and explain the role and style that would best fit you as an ODC.

You need to utilize at least two scholarly sources (excluding your text) for this paper and your paper must be formatted according to APA style guidelines as outlined in the Ashford Writing Center.

Week Three

Course Content

To be completed during the third week of class

Overview

Activity	Due Date	Format	Grading Percent
Forbes Article	Day 3 (1 st post)	Discussion	2
Change Assessment	Day 3 (1 st post)	Discussion	2
Personal Change	Day 7	Assignment	12

Weekly Learning Outcomes

This week students will:

1. Describe Action research and Lewin's Force Field Analysis model.
2. Describe issues regarding change and change readiness.
3. Discuss common issues related to change and sustaining change.

Required Resources

Text

Bierema, L. (2014). An Introduction to Organizational Development. San Diego, CA: Bridgepoint Education, Inc.

This text is a Constellation™ course digital materials (CDM) title.

- Chapter 4: Action Research Model: Plan (Discovery Phase)
- Chapter 5: Action Research Model: Do (Action Phase)
- Chapter 6: The Action Research Model: Check (Evaluation Phase)

Article

Llopis, G. (2014, March 14). [Every Leader Must Be A Change Agent Or Face Extinction](http://www.forbes.com/sites/glennllopis/2014/03/24/every-leader-must-be-a-change-agent-or-face-extinction/). *Forbes*. Retrieved from <http://www.forbes.com/sites/glennllopis/2014/03/24/every-leader-must-be-a-change-agent-or-face-extinction/>

Discussions

Participate in the following discussions:

1. **Forbes Article CLOs: 2,5.** *1st Post Due by Day 3.* Read the Forbes article: “[Every Leader Must be a Change Agent or Face Extinction](#).” Given that change is interwoven in organizations today, a leader must be prepared for change in order to multiply growth opportunities. How can leaders remain ready for change and motivate their employees to embrace those changes? Respond to two classmates’ posts.
2. **Change Assessment CLOs: 2.** *1st Post Due by Day 3.* Follow the link on page 3 and take the Change Readiness Assessment. Provide a summary of your results and a brief discussion stating if you agree with them, or not. Respond to two classmates’ posts.

Assignment

Personal Change CLOs: 1,2,4,5. *Due by Day 7.* Write a three- to four-page paper (not including the title and reference pages) describing the concept of a Force Field Analysis (FFA) and then creating an FFA on an issue in your life that you would like to change. Describe how the restraining forces impede your progress and develop an intervention strategy to enhance the driving forces to make change possible.

You must use at least two scholarly sources, in addition to the text, and format your paper according to APA style guidelines as outlined in the Ashford Writing Center.

Week Four

Course Content

To be completed during the fourth week of class

Overview

Activity	Due Date	Format	Grading Percent
Personal Intervention	Day 3 (1 st post)	Discussion	2
Teams	Day 3 (1 st post)	Discussion	2
Organizational Interventions	Day 7	Assignment	10

Weekly Learning Outcomes

This week students will:

1. Evaluate how goal setting can be used as part of an OD program
2. Assess the issues associated with the development of self-managed work teams
3. Define OD Interventions and different ways to classify them.
- 4.

Required Resources

Text

Bierema, L. (2014). An Introduction to Organizational Development. San Diego, CA: Bridgepoint Education, Inc.

This text is a Constellation™ course digital materials (CDM) title.

- Chapter 7: Individual Intervention
- Chapter 8: Group Intervention

Discussions

Participate in the following discussions:

1. **Personal Intervention CLOs: 1,2,3,5. 1st Post Due by Day 3.** Personal Intervention: Reflect on this week's lecture and, based on your limited knowledge, would you say that you are a D, I, S, or C? Write that down, then follow the link, and take a free DiSC assessment. DiSC. Once you complete the assessment, compare it to your

initial observation based on the lecture. Read your results and notice the % in the pie chart of your results. The highest percentage will be your dominant or default style. Keep in mind we all have all of the DiSC components in our behaviors and adapt when necessary. Based on your results, how do you feel this information could benefit your personal and professional life? Respond to two classmates' posts.

2. **Teams CLOs: 1,2,3,5.** *1st Post Due by Day 3.* Reflect on a team you currently belong to and see if you can identify Tuckman's stages of team development: Forming, Storming, Norming, Performing. What stage are you currently in? Did you find difficulties with any of the stages? How did you negotiate the storming phase? Respond to two classmates' posts.

Assignment

Organizational Interventions CLOs: 1,2,4,6. *Due by Day 7.* Submit a two- to three-page paper (excluding the title and reference pages), describing two types of Organizational Interventions used by corporations and the issues they address. Compare and contrast the interventions utilized by the corporations in your articles.

You must use at least two scholarly sources (which may be your scholarly/academic journal articles regarding Organizational Interventions), in addition to the textbook, and be formatted according to APA style guidelines as outlined in the Ashford Writing Center.

Week Five

Course Content

To be completed during the fourth week of class

Overview

Activity	Due Date	Format	Grading Percent
Ethics	Day 3 (1 st post)	Discussion	2
Learning	Day 3 (1 st post)	Discussion	2
Action Research Project	Day 7	Final Paper	37

Weekly Learning Outcomes

This week students will:

1. Examine the emergence of knowledge society and its implications for organizations, leaders, and OD consultants.
2. Identify challenges and opportunities for the OD practitioner that are presented by global organizations.
3. Identify implications of ethical OD practices for leaders and consultants.
4. Discuss the future of OD.
5. Discuss planning as it relates to a SWOT analysis.

Required Resources

Text

Bierema, L. (2014). *An Introduction to Organizational Development*. San Diego, CA: Bridgepoint Education, Inc.

This text is a Constellation™ course digital materials (CDM) title.

- Chapter 9: Organizational-Level Interventions
- Chapter 10: OD and the Future

Article

Maynard, M. (2014, June 17). [As Mary Barra Returns To D.C., Can GM's Culture Really Change?](http://www.forbes.com/sites/michelinemaynard/2014/06/17/as-mary-barra-returns-to-d-c-can-gms-culture-really-change/). *Forbes*. Retrieved from <http://www.forbes.com/sites/michelinemaynard/2014/06/17/as-mary-barra-returns-to-d-c-can-gms-culture-really-change/>

Stout, H., Vlassic, B., Ivory, D., & Ruiz, R. (2014, March 24). [General Motors Misled Grieving Families on a Lethal Flaw](http://www.nytimes.com/2014/03/25/business/carmaker-misled-grieving-families-on-a-lethal-flaw.html). *The New York Times*. Retrieved from <http://www.nytimes.com/2014/03/25/business/carmaker-misled-grieving-families-on-a-lethal-flaw.html>

Discussions

Participate in the following discussions:

1. **Ethics CLOs: 1,2.** *1st Post Due by Day 3*. Follow both of the following links and read the brief articles. In the first article: [General Motors Misled Grieving Families on a Lethal Flaw](http://www.nytimes.com/2014/03/25/business/carmaker-misled-grieving-families-on-a-lethal-flaw.html), identify the key ethical issues and the accountability issues from an OD point of view. In the second article: [Mary Barra Returns](#), describe the challenges ahead of Mary Barra. In your response, also incorporate how and where mission, vision and values come into play. Respond to two classmates' posts.
2. **Learning CLOs: 1,2,3,5.** *1st Post Due by Day 3*. As you reflect on this week's lecture, describe the learning process in your organization. Does it take into account the varying generations? What does it do to capture learning and knowledge? What can your organization do to ensure future learning? Respond to two classmates' posts.

Assignment

Action Research Project CLOs: 1,2,3,4,5,6. *Due by Day 7*. You have been hired as a consultant (to your current organization, previous organization, or a fictional organization). Describe and analyze a human resource/organizational problem(s) and recommend an organizational development strategy (ies). Provide a rationale as to why you think this approach will help. This will require a practitioner analysis of the organizational problem of interest and an academic literature review of similar organizational problems and organizational development strategy (ies) that you believe will be most beneficial in solving the problem. Also, provide an evaluation plan for the proposed intervention(s).

The plan should have the following headings:

- a. Problem Identification
 - Description of the organization
 - Context of the problem:
 - How do you know it's a problem?
 - Specifically what is the problem (select from list below)?
 - Turnover

- Job Satisfaction
 - Diversity
 - Performance Appraisals
 - Downsizing
 - Training & Development
- b. Needs Assessment and Diagnosis
 - Data collection
 - Data analysis
 - c. Proposed Organization Development Interventions/Strategy(ies)
 - Required resources
 - Timeline
 - Anticipated resistance
 - Potential benefit(s), i.e. cost savings
 - d. Suggested Evaluation Approach
 - e. Summary/Conclusions

This final assignment should be 8 to 10 pages in length (not including the title and reference pages). You must use at least five scholarly sources and format your paper according to APA style guidelines as outlined in the Ashford Writing Center.

Course Map

The course map illustrates the careful design of the course through which each learning objective is supported by one or more specific learning activities in order to create integrity and pedagogical depth in the learning experience.

Learning Outcome	Week	Activity
1. Develop diagnostic skills to identify OD issues, problems, and opportunities.	1	▪ Change Readiness – Discussion 1
	1	▪ Organizational Change – Discussion 2
	1	▪ Intervention – Assignment
	2	▪ Ethical Consulting – Discussion 1
	2	▪ Experience with Consultants – Discussion 2
	2	▪ OD Consultants – Assignment
	3	▪ Personal Change - Assignment
	4	▪ Personal Intervention – Discussion 1
	4	▪ Teams – Discussion 2
	4	▪ Organizational Interventions – Assignment
	5	▪ Ethics – Discussion 1
2. Apply OD knowledge to organizational situations.	5	▪ Learning – Discussion 2
	6	▪ Action Research Project - Assignment
	1	▪ Organizational Change – Discussion 2
	1	▪ Intervention – Assignment
	2	▪ Ethical Consulting – Discussion 1
	2	▪ Experience with Consultants – Discussion 2
	2	▪ OD Consultants – Assignment
	3	▪ Forbes Article – Discussion 1
	3	▪ Change Assessment – Discussion 2
	3	▪ Personal Change - Assignment
	4	▪ Personal Intervention – Discussion 1
3. Identify organizational situations that require professional assistance.	4	▪ Teams – Discussion 2
	4	▪ Organizational Interventions – Assignments
	5	▪ Ethics – Discussion 1
	5	▪ Learning – Discussion 2
	6	▪ Action Research Project - Assignment
4. Diagnose the systems issues and select the appropriate intervention.	2	▪ Ethical Consulting – Discussion 1
	2	▪ Experience with Consultants – Discussion 2
	4	▪ Personal Intervention – Discussion 1
	5	▪ Learning – Discussion 2
	6	▪ Action Research Project - Assignment
5. Integrate OD frameworks with HR competency models.	3	▪ Personal Change - Assignment
	4	▪ Organizational Interventions – Assignments
	6	▪ Action Research Project - Assignment
	3	▪ Forbes Article – Discussion 1
	3	▪ Personal Change - Assignment

	4	▪ Personal Intervention – Discussion 1
	4	▪ Teams – Discussion 2
	5	▪ Learning – Discussion 2
	6	▪ Action Research Project - Assignment
6. Explain the steps involved to effectively manage organizational change in a variety of contexts and settings.	1	▪ Organizational Change – Discussion 2
	1	▪ Intervention – Assignment
	4	▪ Organizational Interventions – Assignments
	6	▪ Action Research Project - Assignment