

**Peru State College**  
**MGMT 550 Organization Development and Change**  
**Syllabus**

**Instructor:**  
**Office Hours:**  
**Office Telephone:**  
**Email Address:**

**Required Textbook:** Cummings, T. G. & Worley, C. G. (2005). Organization Development and Change (9<sup>th</sup> Ed.). Mason, OH: Thomson/South-Western.

**Software:** Microsoft Word

### **Course Description & Objectives**

Organizational development is considered as a multi-step process that may involve a wide variety of interventions. Interventions from those involving basic human processes to those requiring planning at the strategic level are considered in this course, with a particular emphasis on selecting appropriate interventions based on thoughtful diagnosis of organizational issues.

Prerequisite: acceptance to a graduate program at Peru State College or permission of the Instructor.

Upon completion of this course you should be able to:

1. Describe the steps in a typical organization development process.
2. Describe diagnostic approaches to determine opportunities for correction/enhancement.
3. Describe and know when to utilize human process, technostructural, human resource management, and strategic interventions.
4. Write an informed change process proposal which reflects knowledge of contemporary organization development theory.

### **Expectations & Instructional Approach**

This is an intellectually challenging graduate course that will require a great deal of reading in a relatively short time. If you keep up with the course schedule, take personal responsibility to actively participate, and make sure you have completed the readings and other assignments when due, you will succeed. I know as highly capable professionals you will be up to the task and will find the topics relevant and interesting.

In order to foster a climate conducive to learning, please join me in treating your classmates with respect. I encourage students to ask questions, seek my help

when they need it, and help their classmates understand the material (short of doing the work for them of course).

## **Grading Policy**

Three approaches will be employed to facilitate learning and assess your understanding of the material in the course: Quizzes, case reports/discussions, and a proposal paper communicating recommendations regarding a proposed change process in your organization, community, or for an assigned integrative case.

Quizzes: Organization development is something of a science and those who aspire to more challenging leadership positions and/or corporate or community consulting should have some of the basic terminology and concepts committed to memory. I also use quizzes to make sure you are doing the reading BEFORE and not while completing case reports. There will be five multiple choice quizzes during the term. The quizzes are timed and designed to be difficult to complete while looking at the text. The quizzes are worth up to 20 points each, for a total of 100 points.

Case Reports: Five case reports are required. You will prepare a 1 – 2 page (single spaced 12 point font) case report. Use a memo format. Beyond simply answering the questions in each case, I expect you to submit your analysis of any special issues that should be considered if one was consulting for the organization in question and supply DETAILED recommendations regarding how to proceed. Think in terms of the Who? What?, Where?, When? and Why? format you may have learned from prior proposal writing experiences. Write your report as if you are a consultant making a proposal and make use of what you are learning in the course. After submitting your case reports read all of the other group members' submissions and evaluate and comment on the submission of at least one other individual in your group. There should be one comment per group member (i.e., not everyone should comment on the first case report submission just to get it out of the way....comment on someone who has not received a comment yet). Your evaluations must show your evolving understanding of organization development theory. "Good job" comments will not earn many points. Total available points for this activity: 150; 100 points for the case reports, 50 points for evaluation of others' efforts.

Proposal Paper: As your final activity, use what you have learned in the course to develop a 5-10 page (single spaced 12 point font) change process proposal for your organization, an organization of interest, or your community. Advanced Study Program students and others may opt for analyzing a comprehensive case. Be sure to reference any outside sources using the APA style. This activity is worth 100 points.

Final Comments: The grading criteria I use for each of these assignments are available in the Assignments folder. In general, attend to your writing. You will be graded as much on how you communicate as you will the thoughts you have to share. Generally, your final grade will be based on a straight percentage of the points earned to the total possible. Assignments submitted past the deadline lose points, regardless of reason. I do not grant "incompletes" except when requested by a student in the most unusual circumstances. Students are expected to do their own work. Academic dishonesty, including plagiarism or looking at the answers submitted by others before submitting your work, will result in actions in accordance with the college's disciplinary policy. Students with special needs are encouraged to make them known to the Instructor during the first week of class. The Instructor reserves the right to modify any aspect of the course syllabus or content. Any modifications will be communicated to students in advance.

Now that the assignments have been shared with you and the standard disclaimers are out of the way, some of you are thinking "this is a lot of work – I hope I can do it". You can do it. If you don't already know this, Internet courses do require a higher degree of self-motivation but believe it or not, you will find this course more interesting than hard if you keep up with the schedule. I am here to help you on this journey and I look forward to seeing the results of your efforts! Welcome!