



## HRM 4460- Organizational Development Sections A and B

**Course Outline**      Fall 2019

**Class Day, Time,  
Location**                      Section A: Monday 11:30 BC 322  
   Section B: Wednesday 16:00 BC230

**Instructor** Dr. Farimah HakemZadeh                      **Phone** 416.736.2100 ext. 66632

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**Office  
Hours**            Wednesday 13:30 to 15:30

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### Course Description:

Examines the design and implementation of programs for employee development at various organizational levels. Emphasis is placed on the integration of theoretical and experiential knowledge and the development of intervention skills as aids to understanding and responding to change in organizations.

This course explores the foundational social and behavioural knowledge and skills required for increasing organizational effectiveness and facilitating personal and organizational change. Relevant interventions will be examined at the individual, group, intra-group, and whole organization levels. Theoretical and practical elements related to organizational change and development, consulting, data gathering, diagnosis and feedback, action planning and implementation will be discussed. The course will also cover topics such as resistance to change, sustaining change, and the future of organizational development in the face of increasing complexity, changes in workforce demographics, and the changing nature of the work.

### Prerequisites/Co-requisites:

For students in an Honours program, 78 credits including AP/ADMS 2400 3.00 and AP/HRM 2600 3.00 or for other students, a grade of C+ or better in AP/ADMS 2400 3.00 and AP/HRM 2600 3.00.

**Students are responsible to ensure that they have these required prerequisites. Students who do not have these prerequisites are at risk of being dropped from the course at any time during the term. The School of HRM will not be responsible for refunds resulting from students being dropped from a course due to a lack of appropriate prerequisites.**

### Course Materials:

Anderson, Donald L. *Organization development: The process of leading organizational change*. Sage Publications, Edition 4.

Additional readings will be assigned for each chapter. Please refer to the course website.

## Course Website:

<https://moodle.yorku.ca>

## Preparation for Class and Student Conduct:

This course will integrate formal lectures with group in-class activities, as well as individual assignments, exercises and practical application. Critical thinking, active class participation, and engaging in respectful class discussions are highly encouraged for achieving a meaningful and worthwhile learning experience. The midterm and final exams will cover all of the assigned readings, slides, and materials covered in class, including group assignments and discussions.

Slides, assigned readings, description of assignments and other relevant announcements will be posted on Moodle. Make sure that you check the site regularly, attend lectures, and read the assigned readings so that you can keep up with the class.

## Email Policy:

You can reach me by email and during my office hours to address any additional questions or concerns not covered during class. In the subject line of your emails, please include the course number and section (e.g. HRM 4460A or B) and your full name.

## Course Evaluation:

Evaluation Criteria	Weight (%)
Group Assignment	20 %
Individual Assignment	20 %
Midterm	30 %
Final Exam	30 %
[TOTAL]	[100%]

Final course grades may be adjusted to conform to Program or Faculty grades distribution profiles.

## Description of Assignments/Projects:

Group Assignments (20%):

Groups will choose one of the readings related to one chapter as the seminal piece to their assignment. Most often, readings are academic papers (e.g. systematic review, meta-analysis, narrative review, single empirical study and so forth) on one of the topics of the course. Group members will be responsible to critically read the assigned paper, complement it with additional research, and prepare a 15-20 minute, interactive in-class presentation. In addition to professional, well-organized slides and presentation style, teams will be evaluated on their ability to present a concise summary of the paper's key messages, offer a critical lens, and propose (a) question(s) of practical or theoretical importance to be discussed in class. Team members are responsible for managing effective team dynamics amongst themselves, make meaningful contributions to the team performance, and effectively manage the class during their

presentation. Slides prepared for this assignment will be distributed to the class through Moodle. While one group will be responsible for the presentation and guiding the discussion, all students are expected to have read the assigned readings to engage in class discussions.

Individual assignments (20%):

In this course, we will be visiting different theoretical and practical topics. Through your individual assignment, you will have the opportunity to critically reflect on a topic or class discussion relevant to the content of the course that you find interesting, important, or personally meaningful to you. This reflection will follow a what/so what/now what approach that will be discussed in details in class. You are expected to write the reflective essay in 2 to 4 pages.

## **Examinations:**

### **Midterm:**

Midterm exam, worth 30% will be held in class and on the dates listed in the course schedule table. It will be comprised of short answer questions, case studies, and essay questions.

### **Final:**

The final exam is cumulative and worth 30%. It will be comprised of short answer questions, case studies, and essay questions. We will have a comprehensive final exam review in the last class.

## **Course Policies:**

### **Late Assignments:**

Proper academic performance depends on students doing their work not only well but on time. Accordingly, assignments for this course must be received on the due date specified for the assignment. Exceptions to the lateness for valid reasons such as illness, compassionate grounds, etc., may be entertained by the Course Instructor but will require supporting documentation (e.g., a doctor's letter).

### **Missed Midterms:**

Students with a documented reason for missing a course test, such as illness, compassionate grounds, etc., which is confirmed by supporting documentation (e.g., doctor's letter) may request accommodation from the Course Instructor.

## Course Schedule:

Additional readings for each week will be listed on Moodle.

Week		Topic	Required Reading
Week 1	A-Sep 9	Course Overview/ What Is Organizational Development?	Anderson, Chapter 1
	B-Sep 4		
Week 2	A-Sep 16	History of Organizational Development / Values and Ethics in Organizational Development Practice	Anderson, Chapters 2&3
	B-Sep 11		
Week 3	A-Sep 23	Foundations of Organizational Change	Anderson, Chapter 4
	B-Sep 18		
Week 4	A-Sep 30	Practicing Organizational Development	Anderson, Chapter 5
	B-Sep 25		
Week 5	A-Oct 7*	Entry, Contracting, and Data Gathering	Anderson, Chapters 6&7
	B-Oct 2		
Week 6	A-Oct 21	Diagnosing Change and Providing Feedback	Anderson, Chapter 8
	B-Oct 9*	Midterm exam review	
Week 7	A-Oct 28	MIDTERM EXAM	
	B-Oct 23		
Week 8	A-Nov 4	An Introduction to Interventions	Anderson Chapter 9
	B-Oct 30		
Week 9	A-Nov 11	Team and individual Interventions	Anderson, Chapters 10&11
	B-Nov 6		
Week 10	A-Nov 18	Whole and Multiple Organization Interventions	Anderson, Chapters 12&13
	B-Nov 13	<b>Individual assignments' due date</b>	
Week 11	A-Nov 25	Sustaining Change / Evaluating the Change Effort / Ending an Engagement	Anderson, Chapters 14
	B-Nov 20		

Week		Topic	Required Reading
Week 12	A-Dec 2	Global Issues in Organizational Development/ The Future of Work and Organizational Development	Anderson, Chapters 15 & 16
	B-Nov 27		
Final Exam		The Final Exam will take place during the official examination period scheduled by the Registrar's Office	

\* Reading week is scheduled for Oct 12 to 18

## Grades and Grading Schemes

Grade	Grade Point	Per Cent Range (%)	Description
A+	9	90-100	Exceptional
A	8	80-89	Excellent
B+	7	75-79	Very Good
B	6	70-74	Good
C+	5	65-69	Competent
C	4	60-64	Fairly Competent
D+	3	55-59	Passing
D	2	50-54	Marginally Passing
E	1	(Marginally below 50%)	Marginally Failing
F	0	(Below 50%)	Failing

## General Academic Policies

### Important Dates:

The "Important Dates" pages listed below contain important information relevant to each term; in them, you will find classes and exams start/end dates, co-curricular days and reading week, add/drop deadlines, holidays, University closings and more: <https://registrar.yorku.ca/enrol/dates>.

### Academic Honesty:

Academic Integrity refers to a set of conventions that scholars follow in their work, and which generate credibility, trust, and respect within the academic community. As a student, earning a university degree in a fair and ethical way also involves following these conventions.

Violations of academic integrity can lead to disciplinary actions under [York University's Senate Policy on Academic Honesty](#). Effective time management and study skills can help students avoid feeling desperate and engaging in actions which violate academic integrity. See the [Time Management](#) module.

Students may also wish to review the interactive Academic Honesty module which can be accessed here: [SPARK course in Moodle](#).

**Deferred Exams:**

If a student is unable to attend an exam due to an illness, a personal/family emergency, or religious observance they may submit a request for deferred standing. **Within 7 calendar days** of a missed final exam, students seeking to defer a final HRM exam must:

1. Submit a request online using the HRM Deferred Standing system:  
<http://shrm.laps.yorku.ca/students/deferred-exam-request/>.
2. Submit the Deferred Standing Agreement (DSA) form along with **supporting documentation** (ex. Attending Physician's Statement) to the School of Human Resource Management. Students will be notified via email about the status of their request once their forms have been processed by the Undergraduate Program Director.

**Religious Observance Accommodation:**

York University is committed to respecting the religious beliefs and practices of all members of the community and making accommodations for observances of special significance. For further information on accommodation procedures required due to religious commitment, and the schedule of dates visit:  
<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/2/wo/34rctokbwIWrrPjQ2xPLSn0/0.3.4.62.0>.

**Alternate Exam/Testing Scheduling Centre:**

York's Student Accessibility Services and the Registrar's Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. Please alert the Course Director as soon as possible should you require special accommodations. You can review the alternate exam and test policies and procedures here: <http://altexams.students.yorku.ca/>.

**York Senate Policy on Academic Accommodation for Students with Disabilities:** <http://secretariat-policies.info.yorku.ca/policies/academic-accommodation-for-students-with-disabilities-policy/>

**Student Accessibility Services:** <https://accessibility.students.yorku.ca/>

**Grade Reappraisals:**

For grade reappraisal procedures and information, please visit the Office of the Registrar site at:  
<http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>.

**Grade Scheme and Feedback (Policy):**

<http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>

**Student Rights and Responsibilities:**

<http://oscr.students.uit.yorku.ca/student-conduct>

**Counselling and Disability Services:**

<http://cds.info.yorku.ca/>