**HRM 4460- Organizational Development**
**Sections A**

**Course Outline**      Fall 2020

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|---|---|---|---|
| **Instructor** | Dr. Farimah HakemZadeh | **Phone** | 416.736.2100 ext. 66632 |
| **Office** | ATK 044D | **E-mail** | zadeh@yorku.ca |
| **Office Hours** | TBA | **Class Day and Time** | Mondays 11:30 |

**Course Description:**

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 5.
Additional readings might be assigned for each chapter, links to those readings will be provided on Moodle.

**Course Website:**

https://moodle.yorku.ca

**Email Policy:**

You can reach me by email 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 (HRM 4460A) and your full name.

**Course Evaluation:**

| Evaluation Criteria | Weight (%) |
| --- | --- |
| Short essay | 25 % |
| Change analysis | 25 % |
| Test 1 | 30 % |
| Test 2 | 20 % |
| [TOTAL] | [100%] |

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

**Description of course evaluation components: Due on SEP 28**

**Short essay (20%):**

A list of current topics in organizational development and change will be provided. Students are asked to choose a topic from the list that interests them and write a maximum 2000 word essay on the subject. The essay should clarify the following: 1) why is the topic important or of interest?, 2) what are the latest research suggesting in relevance to the topic?, and 3) what are the future challenges on the topic that HR professionals/researchers should address? While the essay should be based on solid research, referenced in APA style format, students are encouraged to have a critical lens and add their own unique perspectives.

**Change analysis (20%): Due on NOV 16**

*Topic: How did organizations manage change during the COVID-19 pandemic?*

Choose one organization that you encountered, or you were a member/customer of during the COVID-19 pandemic. Based on your observations, analyze the change that the organization went through to handle the pandemic. You can use various resources such as the coverage of the organization in the news media, or organization public communications in your analysis. Include the following sections: 1) A description of the challenge faced by the specific organization that forced it to change, 2) A summary of the change process the organization went through based on your knowledge, 3) A reflection of how the change process could have been improved. The essay should be referenced using the APA style. Excluding the references, please limit the essay to 2500 words.

**Test 1:** Test 1 will cover chapters, lectures, and any other course material covered up until week 6 in the course outline. This will be an online test that you can write remotely. The test will go live on October 19 at noon and will be in the format of essay questions. You will have 24 hours to upload your answers on Moodle.

**Test 2:** Test 2 will cover chapters, lectures, and any other course material covered from test 1 up until week 13. This will be an online test that you can write remotely. The test will go live on Dec 7 at noon and will be in the format of essay questions. You will have 24 hours to upload your answers on Moodle.

**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 |
|---|---|---|
| **Week 1** | SEP 14 | CHAPTER 1 • What Is Organization Development? <br><br> CHAPTER 2 • History of Organization Development |
| **Week 2** | SEP 21 | CHAPTER 3 • Core Values and Ethics of Organization Development <br><br> CHAPTER 4 • Foundations of Organizational Change |
| **Week 3** | SEP 28 | CHAPTER 5 • The Organization Development Practitioner and the OD Process <br><br> CHAPTER 6 • Entry and Contracting |
| **Week 4** | OCT 5 | CHAPTER 7 • Data Gathering |
| **Week 5** | OCT 12 | **Reading week** |
| **Week 6** | OCT 19 | **Test 1** |
| **Week 7** | OCT 26 | CHAPTER 8 • Diagnosis and Feedback |
| **Week 8** | NOV 2 | CHAPTER 9 • An Introduction to Interventions |
| **Week 9** | NOV 9 | CHAPTER 10 • Individual Interventions |
| **Week 10** | NOV 16 | CHAPTER 11 • Team Interventions |
| **Week 11** | NOV 23 | CHAPTER 12 • Whole Organization and Multiple Organization Interventions <br><br> CHAPTER 13 • Organization Culture and Design Interventions |
| **Week 12** | NOV 30 | CHAPTER 14 • Sustaining Change, Evaluating, and Ending an Engagement |
| **Week 13** | DEC 7 | **Test 2** |

**Grades and Grading Schemes**

| Grade | Grade Point | Percent 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 complete 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/34rctokbwIWrPJQ2xPLSn0/0.3.4.62.0.

**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/