



Course Outline
HRM 3460 – Organizational Development
Winter 2024 Section M

Course Director: Ayesha Tabassum

Email: atabass1@yorku.ca

Day/Time: Wednesdays from 2:30 pm to 5:30 pm

Location: YK ACE 11

Office Hours: By appointment – Hours TBA

Office Location: Online (via Zoom)

Course Website:

<https://eclass.yorku.ca/my/>

Email Policy:

In the subject line, please include course number and section (HRM 3460A).

Course Description

This course explores Organizational Development (OD) as a tool for organizational effectiveness through adopting changes. OD initiatives facilitate the businesses to become productive, effective, and to ensure sustainable competitive advantages in today's highly competitive and changing business environment. The course will provide the foundation of the OD field through discussing history, core values, and ethics of OD. Various interventions at the individual, team, and organizational levels will be examined to plan and execute changes throughout the organization. Relevant discussions will also take place about resistance to change, sustain and evaluate change, and the future of OD.

Course Objectives

By the end of this course, students should be able to

- Understand the dynamics of OD and how OD process works in organizations
- Recognize the underlying values and ethical beliefs related to OD process and change
- Identify how OD practitioners work to facilitate organizational change
- Examine the levels and characteristics of organizational change

- Examine the types of OD interventions and identify their application to facilitate change
- Understand the role of organizational culture and design in shaping OD interventions
- Apply OD principles and propose interventions to solve organizational problems
- Understand how to sustain change and evaluate interventions
- Discuss the role of OD in global context

Teaching Methods

This course will be delivered through a combination of formal lectures with in-class participation, in-class exercises, case analysis, and practical application.

Pre-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.

Course Materials

Donald L. Anderson, *Organization Development: The Process of Leading Organizational Change*, 5th Edition, Thousand Oaks, CA: Sage Publication. ISBN: 9781544333021. Referred to in the Course Schedule and Reading List below as **Anderson**.

Additional readings (book chapters, articles, cases) will be assigned for each chapter, information/links to those readings will be available on eClass. PowerPoint Slides for each lecture will be available on eClass for prior downloads.

Course Evaluation

Component	Weight/Value	Due Date
Class Participation (In-class exercises and presentations 15%, attendance 5%)	20%	Throughout the term
Change Analysis Essay	20%	February 14, 2024
Team Case Analysis	25%	March 20, 2024
Team Case Presentation	10%	March 27, 2024 April 3, 2024
Final Exam	25%	TBA
Total		100%

*** Check important dates for add/drop/withdrawal of courses in [Registrar Office's website \(https://registrar.yorku.ca/enrol/dates/2022-2023/fall-winter\)](https://registrar.yorku.ca/enrol/dates/2022-2023/fall-winter).

Class Participation

The objective is to demonstrate engagement in the course materials and lectures. All students are expected to participate in class discussions. Class discussions help the students to build communication and leadership skills. During the classes, the students will be asked various types of questions. Besides, the students will be assigned in various in-class exercises to encourage group discussions and teamwork. The in-class exercises will include problem-solving exercises (e.g., case studies) and presentations. Attendance in all classes is necessary and will be monitored. All classes include components on building and practicing OD skills. Thus, it is essential to attend all classes to take full advantage of experiential learning. Preparation for each class by reading the weekly course materials is essential for learning and contributing to class discussion.

Appropriate class conduct is expected from all students. Any instance of uncivil class conduct will lead to grade penalties and in extreme cases, expulsion.

Change Analysis Essay

The objective is to identify and analyse the OD problem based on a recent change in the workplace. The students will write a 3000-word essay based on the scenario and questions given by the course director. This is a teamwork, and each team will consist of five students.

Detailed instructions will be available on eClass.

Team Case Analysis

The objective is to demonstrate and evaluate the OD knowledge and skills at various points of time during the semester through lectures and other activities. The student teams will be assigned with a Harvard Business Review (HBR) case by the course director, which the students need to assess, solve, and write a report. Each team will consist of five students. Detailed instructions on team case analysis including case purchasing instructions, case analysis report instructions, and evaluation rubric will be available on eClass.

Team Case Presentation

Each team will have to deliver an in-person presentation based on the team case analysis. Detailed instructions on team case presentation and evaluation rubric will be available on eClass.

Final Exam

The objective is to evaluate the OD knowledge and skills learned throughout the semester. The final examination will take place during the last week of the semester or during the assigned examination week. The students must write the examination on the scheduled day, time, and location. The exam will be cumulative and cover all the course materials. The exam will include MCQs, True/False, short-answer questions, medium-length questions, and case analysis.

Missed Exam

Students with serious illness with doctor's note may ask for rescheduling the exam. Students unable to attend the final exam can apply for deferral.

Late Assignments

The students are responsible for finding out the deadlines for assignments and presentations from course outline and eClass. Late submission of assignments will be subject to a **penalty of 2% per day**. Students who anticipate difficulty meeting an assignment deadline should inform the instructor before the deadline (the only exception is serious illness with doctor's note).

Course Schedule

Week/Date	Topic/Readings
Week 1 January 10	Introduction to the course Anderson Chapter 1 – What is Organization Development? Anderson Chapter 2 – History of Organization Development Additional Readings: <ol style="list-style-type: none">1. Burnes, B., & Cooke, B. (2012). The past, present and future of organization development: Taking the long view. <i>Human Relations</i>, 65(11), 1395-1429.2. Anderson – Page 18 - 23 – Case Study 1: Every Coin Has Two Sides. [Will be used for in-class exercise].
Week 2 January 17	Anderson Chapter 2 – History of Organization Development (cont. from Week 1) Anderson Chapter 3 – Core Values and Ethics of Organization Development Additional Reading: <ol style="list-style-type: none">1. Mini case: Kindred Todd and the Ethics of OD – Page 65, Cummings & Worley (2009). <i>Organization Development and Change</i> (9th ed.). Cengage Learning. [Will be used for in-class exercise].
Week 3 January 24	Anderson Chapter 4 – Foundations of Organizational Change Additional Readings: <ol style="list-style-type: none">1. Chapter 20, Pages 505-509, Cummings & Worley (2009). <i>Organization Development and Change</i> (9th ed.). Cengage Learning.2. Chapter 21, Pages 535-550, Cummings & Worley (2009). <i>Organization Development and Change</i> (9th ed.). Cengage Learning.3. Mini case: Planned Change at the San Diego County Regional Airport Authority – Pages 32-34, Cummings & Worley (2009). <i>Organization Development and Change</i> (9th ed.). Cengage Learning. [Will be used for in-class exercise].
Week 4 January 31	Anderson Chapter 5 – The Organization Development Practitioner and the OD Process

	<p>Anderson Chapter 6 – Entry and Contracting</p> <p>Additional Readings:</p> <ol style="list-style-type: none"> 1. Bushe, G. R., & Marshak, R. J. (2014). Dialogic organization development. In B. B. Jones & M. Brazzel (Eds.), <i>The NTL Handbook of Organization Development and Change</i>, (pp. 193-211). Wiley. 2. Application 4.1 Entering Alegent Health, Page – 80, Cummings & Worley (2009). <i>Organization Development and Change</i> (9th ed.). Cengage Learning. 3. Application 4.2 Contracting Alegent Health, Page – 82-84, Cummings & Worley (2009). <i>Organization Development and Change</i> (9th ed.). Cengage Learning. [Will be used for in-class exercise].
<p>Week 5 February 7</p>	<p>Anderson Chapter 7 – Data Gathering Anderson Chapter 8 – Diagnosis and Feedback</p> <p>Additional Readings:</p> <ol style="list-style-type: none"> 1. Ford, J. D., & Ford, L. W. (2010). Stop blaming resistance to change and start using it. <i>Organizational Dynamics</i>, 39(1), 24-36. 2. Anderson - Page 201, 202 – Exercise Feedback and Resistance [Will be used for in-class exercise].
<p>Week 6 February 14</p>	<p>Anderson Chapter 9 – An Introduction to Interventions Anderson Chapter 10 – Individual Interventions</p> <p>Additional Readings:</p> <ol style="list-style-type: none"> 1. Rothwell, W. J. (2021). What is an OD Intervention? In W. J. Rothwell, S. M. Imroz, & B. Bakhshandeh (Eds.), <i>Organization Development Interventions: Executing Effective Organizational Change</i> (1st ed., pp. 3-15). Productivity Press. 2. Anderson – Page 248-251- Case Study 6: Individual Type Styles at the Parks Department [Will be used for in-class exercise]. <p>Change Analysis Assignment Due</p>
<p>February 17-23</p>	<p>Reading Week - No class</p>
<p>Week 7 February 28</p>	<p>Anderson Chapter 11 – Team Interventions</p> <p>Additional Readings:</p> <ol style="list-style-type: none"> 1. Shuffler, M. L., DiazGranados, D., & Salas, E. (2011). There’s a science for that: Team development interventions in organizations. <i>Current Directions in Psychological Science</i>, 20(6), 365-372. 2. Bakhshandeh, B. (2021). Small-Group Intervention: Team Building. In W. J. Rothwell, S. M. Imroz, & B. Bakhshandeh (Eds.), <i>Organization Development Interventions: Executing Effective Organizational Change</i> (1st ed., pp. 3-15). Productivity Press. 3. Anderson – Page 283-284 – Exercise: Team Intervention [Will be used for in-class exercise].
<p>Week 8 March 6</p>	<p>Anderson Chapter 12 – Whole Organization and Multiple Organization Interventions</p> <p>Additional Readings:</p> <ol style="list-style-type: none"> 1. Banerjee, S. R. (2021). Large-Scale Interventions. In W. J. Rothwell, S. M. Imroz, & B. Bakhshandeh (Eds.), <i>Organization Development Interventions:</i>

	<i>Executing Effective Organizational Change</i> (1st ed., pp. 3-15). Productivity Press.
Week 9 March 13	<p>Anderson Chapter 13 – Organization Culture and Design Anderson Chapter 14 – Sustaining Change, Evaluating, and Ending an Engagement</p> <p>Additional Readings:</p> <ol style="list-style-type: none"> Chapter 14, Page 315-331, Cummings & Worley (2009). <i>Organization Development and Change</i> (9th ed.). Cengage Learning. Porras, J. I., & Berg, P. O. (1978). The impact of organization development. <i>Academy of Management Review</i>, 3(2), 249-266. Buchanan, D., Fitzgerald, L., Ketley, D., Gollop, R., Jones, J. L., Lamont, S. S., ... & Whitby, E. (2005). No going back: A review of the literature on sustaining organizational change. <i>International Journal of Management Reviews</i>, 7(3), 189-205.
Week 10 March 20	<p>Anderson Chapter 15 – Global Issues in Organization Anderson Chapter 16 – The Future of Organization Development</p> <p>Additional Reading:</p> <ol style="list-style-type: none"> Chapter 23, Cummings & Worley (2009). <i>Organization Development and Change</i> (9th ed.). Cengage Learning. <p>Team Case Analysis Due</p>
Week 11 March 27	Team Case Presentation
Week 12 April 3	Team Case Presentation
April 10-25 TBA	Final Examination [Cumulative]

Academic Policies and Information

Academic Integrity

Plagiarism and other academic offences will not be tolerated at York University. Academic discipline ranges from a mark of zero on an exam or assignment to dismissal from the University. For important information see [York University's Academic Integrity website \(https://www.yorku.ca/unit/vpacad/academic-integrity/\)](https://www.yorku.ca/unit/vpacad/academic-integrity/).

See also the [SPARK student resources \(https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/\)](https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/) to learn about academic integrity. Also read <http://www.yorku.ca/univsec/policies/document.php?document=69>

Please review the interactive online tutorial on academic integrity:

<https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

Writing/Citing/Bibliography Resources

- Learn about academic writing at [SPARK Academic Research Kit](https://spark.library.yorku.ca/) (<https://spark.library.yorku.ca/>).
- Learn to search [York University Library database](https://spark.library.yorku.ca/research-strategies-searching-the-library-catalogue/) (<https://spark.library.yorku.ca/research-strategies-searching-the-library-catalogue/>) to find peer-reviewed journal article.

Make sure to learn in-text citation and bibliography/reference list preparation to avoid the risk of plagiarism.

- o [SPARK Student Resources: https://spark.library.yorku.ca/wp-content/themes/glendonits-spark-20151125/resources/APA%20Style%20Overview.pdf](https://spark.library.yorku.ca/wp-content/themes/glendonits-spark-20151125/resources/APA%20Style%20Overview.pdf)
- o [APA 7th Edition Guidelines: https://apastyle.apa.org/style-grammar-guidelines/references/examples](https://apastyle.apa.org/style-grammar-guidelines/references/examples)
<https://apastyle.apa.org/style-grammar-guidelines/citations>
- **Grade Scheme and Feedback Policy:**
<http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>
- **Deferred Standing Request for HRM courses:**
<http://shrm.laps.yorku.ca/students/deferred-exam-request/>
- **Alternate Exam/Testing Scheduling Centre:**
<http://altexams.students.yorku.ca/>
- **Religious Observance:**
<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>
- **Student Rights and Responsibilities:**
<http://oscr.students.uit.yorku.ca/student-conduct>
- **Student Accessibility Services:**
<https://accessibility.students.yorku.ca/>
- **Student Papers & Academic Research Kit [SPARK]:**
<https://spark.library.yorku.ca>
- **Student Counselling & Development:**
<https://counselling.students.yorku.ca/>

Thank You and Wish You All the Best for the Semester! 😊