

AP/HRM 3460 - Organizational Development

Course Outline Fall 2025

Instructor	Dr. Farimah Zadeh	Phone	416.736.2100 ext. 66632
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Office Hours	Wednesdays 13:00 to 14:00 Or by appointment	Class Day, Time, and Location	Wednesdays 14:30 to 17:20 CLH H

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.

Course Materials:

Anderson, Donald L. *Organization development: The process of leading organizational change*. Sage Publications, Edition 6.

Additional readings might be assigned for each chapter; links to those readings will be provided on eclass.

Course Website:

<https://eclass.yorku.ca>

Course Evaluation:

Evaluation Criteria	Weight (%)
Attendance and meaningful class engagement	10%
Assignment 1	20 %
Assignment 2	20 %
Test 1	30 %
Test 2	20 %
[TOTAL]	[100%]

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 3460) and your full name.

Assignment 1- Navigating Change: Organizational Responses to a Transforming World

In this assignment, students are invited to analyze and reflect on recent significant global changes and their impacts on organizations where they have worked, volunteered, completed a placement, or studied. The global changes to consider are hybrid work arrangements, the entry of Generation Z into the workforce, and advancements in artificial intelligence. The focus will be on identifying challenges or opportunities faced by the specific organization or its employees/members, the organizational change/development intervention(s) implemented in response, students' understanding of the rationale behind these interventions, the presence of core organizational development values in these responses and the evaluation of their effectiveness.

Assignment 2- Evaluating Effectiveness: Empirical Insights into Organizational Interventions

In this assignment, students will identify and reflect on 3 recent (preferably last ten years) empirical studies that have tested the effectiveness of an organizational development intervention selected from those discussed in the textbook or class (individual, team, whole organization, and multiple organization interventions). The report should discuss the contexts in which these interventions were studied, the outcome variables used to measure their effectiveness, the results reported by the empirical studies, and the student's overall reflection on the intervention's usefulness based on the empirical evidence.

Course Policies:**Late Assignments:**

Proper academic performance depends on students doing their work well and 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 evaluative components:

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

Course Schedule:

Additional readings for each week will be listed on Moodle.

Week		Topic
Week 1	September 9	CHAPTER 1 • What Is Organization Development?
Week 2	September 16	CHAPTER 2 • History of Organization Development CHAPTER 3 • Core Values and Ethics of Organization Development
Week 3	September 23	CHAPTER 4 • Foundations of Organizational Change
Week 4	September 30	CHAPTER 5 • The Organization Development Practitioner and the OD Process CHAPTER 6 • Entry and Contracting
Week 5	October 7	CHAPTER 7 • Data Gathering Due date for assignment 1.
Week 6	October 14	READING WEEK- NO CLASSES
Week 7	October 21	Test 1
Week 8	October 28	CHAPTER 8 • Diagnosis and Feedback
Week 9	November 4	CHAPTER 9 • An Introduction to Interventions CHAPTER 10 • Individual Interventions
Week 10	November 11	CHAPTER 11 • Team Interventions
Week 11	November 18	CHAPTER 12 • Whole Organization and Multiple Organization Interventions CHAPTER 13 • Organization Culture and Design Interventions Due date for assignment 2.
Week 12	November 25	CHAPTER 14 • Sustaining Change, Evaluating, and Ending an Engagement
Week 13	December 2	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 that violate academic integrity. See the [Time Management](#) module.

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/>