



# Business Administration

Course Number:	<b>BUAD 410</b>
Course Title:	<b>ORGANIZATION CHANGE AND DEVELOPMENT</b>
Credits:	3
Calendar Description:	Organizational Development is an applied behavioural science dedicated to improving organizations and their human resources through planned change and renewal processes. It involves systematic, planned interventions using behavioural science knowledge to improve organizational health and effectiveness. In this course students learn organization change consultancy models, facilitate seminars and use advanced critical thinking and case analysis skills.
Semester and Year:	<b>Winter 2015</b>
Prerequisite(s):	BUAD 262, 269, 340, 6 credits of CMNS or ENGL, fourth-year standing
Corequisite(s):	No
Prerequisite to:	No
Final Exam:	Yes
Hours per week:	3
Graduation Requirement:	Elective – BBA, Management and HR Management options
Substitutable Courses:	No
Transfer Credit:	
Special Notes:	
Development Date:	
Revision Date:	June 2011
Chair's Approval:	

**Professors**

Name	Phone number	Office	Email
Sylvie Vidaillac	762-5445 #3241	Kelowna: E227	<a href="mailto:svidaillac@okanagan.bc.ca">svidaillac@okanagan.bc.ca</a>

**Learning Outcomes / Course objectives**

Upon completion of this course students will be able to:

- Understand how to build an effective client consulting relationship.
- Know process consultation method.
- Know how to diagnose various organizational problems.
- Be able to plan interventions based on relevant organizational data.
- Be familiar with strategic, structural, cultural and human process interventions.
- Be able to evaluate organization development intervention outcomes.

**Course Objectives**

This course will cover the following content including:

See weekly schedule.

**Evaluation Procedure**

Individual Participation	20%	Regular attendance is <b>required</b> . Participation grades are based on the quality and consistency of an individual's contribution during class, beyond simple attendance. Absences will be recorded as 0 marks for participation. Self-assessment required ( <b>see detailed guidelines for criteria and expectations</b> )
Team Presentations	40%	Classes will involve seminar-style discussions, reading facilitations and case analysis and discussions lead by student teams. Reading Facilitation 10% Seminar Presentation 20% Case Analysis 10%
Exams*	40%	Questions & Applications based on Text, Readings, Lectures, Discussions & Case Analysis

\*You must obtain a passing average grade (50%) on these evaluation components in order to pass the course. In other words, your team work is included after you have succeeded in your individual evaluation components, and you cannot rely on your team members' efforts to pass.

Exams may be scheduled at any time during the semester – including Saturdays. Picture ID is required for all examinations.

**Notes**

- Students must take an active rather than passive role in class
- Regular attendance is required at all classes
- Attendance at exams is mandatory
- Students must complete all course requirements

**Team Presentations** (40%) – See evaluation guidelines for more details.

Teams of approximately 3 or 4 students are required to give presentations as per the schedule in the course outline. Each team will present three times during the semester. These presentations will take approximately 60 minutes of class time, including the question period. It is expected that teams will engage class members in key points from the material and provide handouts to students with key points (no more than 6 pages). Visual aids are required to illustrate the main points of the presentation. It is the team's responsibility to ensure that presentation equipment is set up properly and everyone is familiar with its operation. Sources for team Seminar Presentations, Case Analysis and Reading Facilitation can include library books, websites related to organizational change and development, articles, etc. Discuss your sources with the professor. Topics and objectives must be approved by the professor at least two weeks prior to the presentation.

**Team Expectations**

Team members can be "fired" for failure to perform their duties at a satisfactory level. Teams must ensure all members contribute. If there are problems with individual team members, please discuss it sooner than later. The professor can be requested to intervene at any time. Team members who do not contribute satisfactorily must be warned, and the professor must be notified. See procedure below. Written documentation is **required**.

Social loafing occurs when a group member relies on the remaining group members to complete group tasks, and does not contribute to group work. If you feel that a member of your group is a social loafer, please respond as follows: (1) Address your concerns with that group member as early as possible via email, and copy professor on the email. (2) Agree upon a way in which that person can contribute to the group and notify professor of your resolution by email. (3) If the problem persists, make an appointment for your group to meet with professor. We will attempt to resolve the problem together. (4) If this second attempt fails, leave the person's name off the title page of the assignment. (5) Professor will inform the group member that s/he will receive a zero on the assignment. Note that professor will only give a zero if steps 1-4 have been followed (adapted from Dr. William Cooper, Queen's University).

**Team Contribution Request**

It is assumed that all team members have contributed equally and all will share the mark equally. If any team wishes to request a separate Team Contribution evaluation, this must be done by giving written notification to the professor documenting reasons. Marks will not be awarded to non-contributing or absentee members of presenting teams. Failure to contribute to the team may result in **course failure**.

**Required Texts/Resources**

Brown, Donald R. (2011). An experiential approach to organization development, 8th ed. New Jersey: Prentice Hall.

RECOMMENDED (On Course Reserve at OC Library):

Beitler, Michael A. (2006). Strategic organizational change: A practitioner's guide for managers and consultants, 2nd ed. Greensboro, NC: Practitioner's Press International.

Course Schedule

Date		Topic	Textbook	Team Assignments	Cases
		Mon. Jan 5 Classes begin Family Day Feb 9 & Feb 10 to 13 Reading Break – no classes Good Fri. Apr 3 & Easter Mon. Apr 6 – no classes Tues. Apr 14 Last day of regularly scheduled classes			
Jan	7	Introduction to Organization Change & Development Course Expectations & Overview; Team Formation	Ch 1 (1) In brackets = recommended in Beitler		
	14	Organization Development & Renewal: The Challenge of Change	Ch 2 (2&3)		
	21	Case analysis methods			
	28	Changing the Culture	Ch 3 (9)	Reading Facilitation: Teams A & B (Topic TBD)	Team C
Feb	4	Role and Style of the OD Practitioner The Diagnostic Process	Ch 4 & 5 (5)	Reading Facilitation: Teams C, D & E (Topic TBD)	
	9 - 13	READING BREAK (Feb 9 to 13 – no classes)			
	18	<b>Mid-term Exam (Chapters 1 to 5)</b>			
	25	OD Intervention Strategies	Ch 7 (7&8)	Seminar: Team E	Team A
Mar	4	Process Intervention Skills	Ch 8 (4, 6)	Seminar: Team D	Team B
	11	Employee Empowerment and Interpersonal Interventions, Resistance to Change	9 & 6 (11)	Seminar: Team C	Team D & E
	18	Developing High Performance in Teams	Ch 10, 11, (10)	Seminar: Team B	Team A & C
	25	High-Performing Systems and the Learning Organization	Ch 12, 13 (12)	Seminar: Team A	Team B & D
Apr	1	Organization Transformation, Strategic Change, The Challenge and the Future for Organizations	Ch 14,15 (13,14)		Team E
	8	Course Conclusion	Ch 16 (15)		
Apr	17 - 25	Final Exam Period (Chapters 1 to 16)			

**Note:**

Students are required to access Moodle on a regular basis for any changes.

## **SKILLS ACROSS THE BUSINESS CURRICULUM**

---

The Okanagan School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

## **STUDENT CONDUCT AND ACADEMIC HONESTY**

---

### **What is the Disruption of Instructional Activities?**

At Okanagan College (OC), disruption of instructional activities includes student “conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC”, as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

### **What is Cheating?**

“Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination.”

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

### **What is Plagiarism?**

Plagiarism is defined as “the presentation of another person’s work or ideas without proper or complete acknowledgement.” It is the serious academic offence of reproducing someone else’s work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

“Intentional plagiarism is the deliberate presentation of another’s work or ideas as one’s own.” Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.

“Unintentional plagiarism is the inadvertent presentation of another’s work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit.”

### **What are the Students’ Responsibilities to Avoid Plagiarism?**

Students have a responsibility to read the OC Plagiarism Policy and Procedures outlined in the OC calendar, which is available in online format [www.okanagan.bc.ca](http://www.okanagan.bc.ca). Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors’ name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

“Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication “*Plagiarism Avoided; Taking Responsibility for your Work*”. This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The Okanagan School of Business requires the use of the APA or MLA style, but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 6th edition (2009). A copy of the APA manual is available in the reference section and also available for circulation from OC libraries. The library website has access to these two major citing styles.

### **What are the Penalties for Plagiarism and Cheating?**

The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the Okanagan School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.