




Business Administration

Course Number:	BUAD 410
Course Title:	ORGANIZATION CHANGE AND DEVELOPMENT
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:	Winter 2022
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:	No
Special Notes:	No
Development Date:	
Revision Date:	June 2011
Chair's Approval:	

Professor

Name	Phone number	Office	Email
Heather Stewart	250-212-6960	B141	hstewart@okanagan.bc.ca

Learning Outcomes

Upon completion of this course students will be able to

- analyze the causes, types, and repercussions of change in organizations.
- explain the links between strategy, structure, culture, and change and development.
- apply the principles, methods, and tools of organizational development within the context of process consultation.
- demonstrate an effective client consulting process.
- propose diagnostic tools for identification of organizational problems.
- plan interventions based on relevant organizational data and context.
- integrate change management models and methods (strategic, structural, cultural, and human process interventions).
- assess organizational development intervention outcomes.

Course Objectives

This course will cover the following content:

See weekly Course Schedule

Evaluation Procedure

Journals and participation – 5% each	10%
Team Activities (seminar style discussions, case studies and learning facilitation)	50%
Mid-term Exam	20%
Final Assignment	20%
Total	100%

Notes

Students must earn half of all available exam marks to achieve a passing grade in the course.

- Students are expected to actively participate in classroom and team activities.
- Classes will involve 3 components of team presentation: Seminar-style discussions (15%), reading facilitations (15%) and case analysis presentations by student teams (20%).
- Mid-term questions are based on text, readings, lectures, discussions and case analysis.
- The final assignment will be individually-based, and worth 20% of your mark.

Required Texts/Resources

Managing Organizational Change; A Multiple Perspectives Approach. (Palmer, Dunford, Buchanan) 4th Edition. McGraw Hill.

ISBN; Print: **9781260597950**

- Additional book chapter or articles for the reading facilitation work will be required.
- Canadian HBR Business cases will be provided.
- Additional readings provided on Moodle.

Course Schedule

2022	Wednesday, January 5 - Classes Start Monday, February 21 - Statutory Holiday (no classes) Tuesday, February 22 – Friday, February 25 Mid-semester study break (no classes) Friday, April 8 – Last Day of Regular Classes Friday, April 15 – Monday, April 18 – Statutory Holidays	Readings: Articles and e-books readings will be posted on Moodle with free access through the library.
------	---	--

Wk	Date	Topic	Assignment
1	Jan 7	Chapter 1 - Managing Change; Stories and Paradoxes What is organizational development and change?	This course and what to expect. Complete the High Potential Trait Indicator self-assessment and Dark Side Trait, and review your reports before the Jan 14 class. Read Chapter 1. Read - Expecting the unexpected: Using team charters to handle disruptions and facilitate team performance. Authors: Sverdrup, Therese E. Schei, Vidar.Tjølsen, Øystein A.

Wk	Date	Topic	Assignment
2	Jan 14	<p>Personal and Organizational Change</p> <p>Form teams, prepare Team Charters, discuss your results</p> <p>Team Dynamics https://www.youtube.com/watch?v=Yg1wxGtD8iY</p> <p>High Potential, How to Spot, Manage and Develop Talented People at Work, MacRae, Furnham and Reed, Bloomsbury, 2018, Chapter 16</p>	<p>Review and discuss your HPTI and Dark Side Trait Report, and what it tells you about your capacity for change, and your personality traits.</p> <p>Discuss how you will use your understanding of personality traits in developing a Team Charter, and supporting effective team work.</p> <p>Form team and prepare your team charter based on the Sverdrup article.</p> <p>For next class - Review Okanagan College's strategic plan, and the process used to complete the plan.</p> <p>Each team to prepare a facilitated presentation about an organizational change model - beginning Feb 4.</p>
3	Jan 21	<p>Organizational Change – SWOT, Kotter, Senge and the Learning Organization. Chose cases and teams</p> <p>Guest Speaker, Dr Neil Fassina, President, OC – The New Strategic Plan for Okanagan College</p>	<p>First team assignment – What did you learn about OC's strategic planning process from Dr Fassina?</p> <p>How will you use that learning in your teams?</p> <p>Class discussion - team charter.</p> <p>Review and discuss and choose HBR cases.</p> <p>Read Chapter 6 – Text book – Vision and Change</p>

Wk	Date	Topic	Assignment
4	Jan 28	Change management – organizational and personal	Chapter 4 and 6, Vision and Change review and discussion Seminar Presentation - Each team to present key elements of their team charter, and how the team used and understood team differences based on self-assessment.
5	Feb 4	Resisting Change - Diagnosing Resistance	Chapter 8 Reading Facilitation – Red and Orange Teams
6	Feb 11	Chapter 5 – What Changes What Doesn't – and Why Does Change go wrong? Why, when and how do we use organizational models and systems?	Reading Facilitation – Blue and Green Teams Review and prepare a journal entry about https://change.walkme.com/organizational-development-theories/#organizational-development-or-change-management-which-is-best Read and review – High Potential Trait Indicator, Chapter 14, The Dark Side of Derailment
7	Feb 18	Who and what drives change in organizations and why? An adaptation of the Non-profit Lifecycles reference guide The Dark Side and Derailment in Organizations	Reading Facilitation – Red and Purple Teams

Wk	Date	Topic	Assignment
	Feb 22-25	Reading Break	
8	Mar 4	Mid-term exam	
9	Mar 11	Resistance to Change – Chapter 8 Guest Speaker, Ian MacRae	Case Presentations
9	Mar 18	Facilitating and sustaining change – Chapter 9	Case Presentations
10	Mar 25	Organizational Change Consulting – Internal and External Consulting	Organization development consulting Smith, W James. The Journal for Quality and Participation; Cincinnati Vol. 23, Iss. 4, (Fall 2000): 50-55. https://www.proquest.com/abicomplete/docview/219173934/fulltext/2E4E11A615AA4CA2PQ/4?accountid=28352 Case Presentations
11	April 1	Reflecting on vision, values and ethics in organizations, in consulting, and in your teams.	
12	April 8	A review, discussion and consideration of personal and organizational development and change throughout this course. Final Assignment Due	

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. 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, 7th edition (2019)). 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.