



# 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>FALL 2022</b>
Prerequisite(s):	BUAD 262, 269, 340, 6 credits of CMNS or ENGL, and 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:	December 2006
Revision Date:	June 2011
Chair's Approval:	<i>Devi Rubadeau</i>

**Professors**

Name	Phone number	Office	Email
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**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**

Individual Performance	60%
Organizational Development Term Paper	30%
Midterm Exam	30%
Group Performance	40%
Seminar Facilitation and Debrief	10%
Team Canvas/Charter	5%
Change Management Plan	25%
<b>Total</b>	<b>100%</b>

**Notes**

- Student will work individually to research a current organizational development issue of their choice, submitting a paper. (30%)
- Midterm Exam questions are based on readings, lectures, and class discussions. (30%)
- Student groups will be assigned to facilitate discussions on one selected weekly reading during the semester. (10%) Students who have an unexcused absence and do not participate in facilitated class discussions will be deducted 1 percentage point per class.
- Student groups will create a mini-team charter called a Team Canvas. (5%)
- Student groups will develop a change management plan for a change initiative and present their plan to their peers. (25%)

**Required Texts/Resources**

- Recommended: *Managing Organizational Change; A Multiple Perspectives Approach.* (Palmer, Dunford, Buchanan) 4th Edition. McGraw Hill.  
ISBN; Print: **9781260597950**
- Students may be required to purchase cases for Seminar Facilitation and Debriefs.
- Additional materials such as journal articles or Canadian HBR Business articles will be provided on Moodle.

## Course Schedule

Week	Date	Topic	Material	Assignments
1	Sept 13	Course Orientation Facilitating Weekly Readings Introduction to Change Management and the Role of the Change Practitioner	Recommended reading: Chapters 1-3	
2	Sept 20	Introduction to Change Models: ADKAR, Kotter, McKinsey, and Lewin High Potential Trait Indicator (HPTI) Introduction and Assessment Introduction to Facilitating Weekly Readings <i>Weekly Reading Facilitation (Professor led)</i>	Recommended reading: Chapters 5, 10  See Moodle for Weekly Reading	Weekly Reading Discussion
3	Sept 27	<i>Group 1 - Weekly Reading Facilitation</i> HPTI Debrief with Guest Presenter, Heather Stewart (3pm) Preparing Organizations for Change Introduction to Individual Research Paper	Recommended reading: Chapter 4  See Moodle for Weekly Reading	Group 1: Facilitation  Weekly Reading Discussion
4	Oct 4	Managing Transitions Creating and Developing a Strategic Change Plan, Part 1 - Setting the Strategy and Approach, Aligning with Vision and Mission, Establishing Change Governance, and Identifying Key Performance Indicators  Introduction to Change Management Plan, including team selection and team canvas assignment <i>Group 2 - Weekly Reading Facilitation</i>	Recommended reading: Chapter 6  See Moodle for Weekly Reading	Group 2: Facilitation  Weekly Reading Discussion  Team Canvas Assignment (in-class)
5	Oct 11	Creating and Developing a Strategic Change Plan, Part 2: Stakeholder Analysis, Assessing Change Impacts, Change Networks, and Identifying Risks and Issues  <i>Group 3 - Weekly Reading Facilitation</i>	See Moodle for Weekly Reading	Group 3: Facilitation  Weekly Reading Discussion  <b>Due:</b> Proposal for Individual Research Paper <ul style="list-style-type: none"> <li><i>Deadline: October 11 at 11:59pm - Submit via Moodle.</i></li> </ul>

6	Oct 18	Creating and Developing a Strategic Change Plan, Part 3: Developing Stakeholder Engagement, Communications, and Training Plans, Assessing Change Readiness, and Implementation Planning  <i>Group 4 - Weekly Reading Facilitation</i>	Recommended reading: Chapters 7-8  See Moodle for Weekly Reading	Group 4: Facilitation  Weekly Reading Discussion  <b>Due:</b> Team Canvas <ul style="list-style-type: none"> <li>• <i>Deadline: October 18 at 11:59pm – One person from team to submit via Moodle.</i></li> </ul>
7	Oct 25	Sustaining Change  Managing Transitions  <i>Group 5 - Weekly Reading Facilitation</i>	Recommended reading: Chapter 11  See Moodle for Weekly Reading	Group 5: Facilitation  Weekly Reading Discussion
8	Nov 1	Organizational Development Methodologies  <i>Group 6 - Weekly Reading Facilitation</i>  Midterm Preparation	Recommended reading: Chapter 9  See Moodle for Weekly Reading	Group 6: Facilitation  Weekly Reading Discussion
9	Nov 8	Midterm Exam		
10	Nov 15	Working as a Change Consultant  Change Management Guest Presentation: TBD	See Moodle for Weekly Reading	
11	Nov 22	Change Management Plan Group Presentations, Week 1		<b>Due:</b> Presentation Materials <ul style="list-style-type: none"> <li>• <i>Deadline: November 21 at 11:59pm - One person from team to submit via Moodle.</i></li> </ul>
12	Nov 29	Change Management Plan Group Presentations, Week 2		
13	Dec 6	Course Wrap-up  Organizational Development Guest Presentation: TBD		<b>Due:</b> Term Papers <ul style="list-style-type: none"> <li>• <i>Deadline: December 6 at 11:59pm - Submit via Moodle.</i></li> </ul>

## **SKILLS ACROSS THE BUSINESS CURRICULUM**

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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**

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### **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, 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.