



L&S 137: ORGANIZATION DEVELOPMENT

FirstSemester, School Year 2012-2013

<i>Days/Time</i>	<i>Room</i>	<i>Faculty</i>	<i>Email</i>
TTH 10:30 – 12:00	CTC 206	RAQUEL C. OLPOC	raquelcem@yahoo.com rcementina-olpoc@ateneo.edu

I. Course Description

Organization Development (OD) is an area of practice and research in Human Resource Development (HRD). According to Cummings & Worley, OD is a “process that applies a broad range of behavioral science knowledge and practices to help organizations build their capacity to change and to achieve greater effectiveness, including increased financial performance, customer satisfaction, and organization member engagement”. OD attempts to bring about change in the different levels of the organization (the individual, group and organization) using a wide variety of interventions.

In this course, theoretical models and the process of OD will be discussed. Students will also learn how to improve individual, group/team and organizational performance through the use of OD techniques or interventions like group dynamics, training, culture change, and work-life balance.

II. Course Objectives

To enable the students to:

- understand the philosophical, historical, theoretical, political and practical underpinnings of OD as a core area of practice within HRD
- increase awareness of different tools that are used to diagnose organizations as well as interventions used through hands-on experience
- enhance skills in facilitation, OD skills, group process, communication, and collaboration

III. Course Methodology

- Interactive lectures and class discussions
- Group facilitation /team building and presentations
- Individual tasks (e.g. reaction papers, idea/concept papers, etc.)
- Quizzes and long tests

IV. Course Requirements

- Individual Reports/Papers
- Class Participation
- Group Facilitation/Team Building
- Quizzes (may be announced or not) and Long Tests (a total of 2 LTs)
- ODTeam Paper

V. Grading System

- 15.0% Class Participation
- 25.0% Quizzes and 2 Long Tests
- 10.0% Individual Work Activities
- 10.0% Team Work Activities
- 10.0% Group Facilitation
- 15.0% Team Building
- 15.0% OD Team Paper
- 100%

Quality Point Equivalent
Final Mark Numerical Equivalent For a 3-unit course

A	92 to 100	3.76 to 4.00
B+	87 to 91	3.31 to 3.75
B	83 to 86	2.81 to 3.30
C+	79 to 82	2.31 to 2.80
C	76 to 78	1.81 to 2.30
D	70 to 75	1.00 to 1.80
F	Below 70	Below 1.00
W	Overcut	Overcut

VI. OD Team Paper

You need to select a real world organization that is undergoing organizational change. You need to gather data on what the (1) changes the company is going through (scope and context for change), (2) what challenges they faced as they are undergoing change (describe those challenges), (3) present three or more relevant, integrated OD interventions that the organization can use to successfully adapt to these challenges, (4) provide measures of success for the OD interventions suggested, (5) recommend the best intervention that the company should first undertake, (6) present your results to the company's "top management".

VII. Course Contents and Tentative Schedules

Week	Topic/s
1	WELCOME: Course Overview and Expectation Settings
2	CHAP 1: GENERAL INTRODUCTION TO ORGANIZATION DEVELOPMENT <ul style="list-style-type: none"> • Organization Development Defined • Growth and Relevance of Organization Development • Short History of Organization Development • Evolution in Organization Development
2	CHAP 2: THE NATURE OF PLANNED CHANGE <ul style="list-style-type: none"> • Theories of Planned Change • General Model of Planned Change • Different Types of Planned Change • Critique of Planned Change
3	CHAP 3: THE OD PRACTITIONER <ul style="list-style-type: none"> • Who is the OD practitioner? • Competencies of an Effective OD Practitioner • The Professional OD Practitioner • Professional Values • Professional Ethics
4	CHAP 4: ENTERING AND CONTRACTING <ul style="list-style-type: none"> • Entering into an OD Relationship • Developing a Contract • Interpersonal Process Issues in Entering and Contracting
5	CHAP 5: DIAGNOSING ORGANIZATIONS <ul style="list-style-type: none"> • What is Diagnosis? • The Need for Diagnostic Models
6	CHAP 6: DIAGNOSING GROUPS AND JOBS <ul style="list-style-type: none"> • Group-Level Diagnosis • Individual-Level Diagnosis
7	CHAP 7: COLLECTING AND ANALYZING DIAGNOSTIC INFORMATION <ul style="list-style-type: none"> • Methods for Collecting Data • Sampling • Techniques for Analyzing Data

8	<p>CHAP 8: FEEDING BACK DIAGNOSTIC INFORMATION</p> <ul style="list-style-type: none"> • Determining the Content of the Feedback • Characteristics of the Feedback Process <p>Survey Feedback</p>
8	LONG TEST 1
9	<p>CHAP 9: DESIGNING INTERVENTIONS</p> <ul style="list-style-type: none"> • What are Effective Interventions? • How to Design Effective Interventions • Types of Interventions
9	<p>CHAP 12: INTERPERSONAL AND GROUP PROCESS APPROACHES</p> <ul style="list-style-type: none"> • Process Consultation • Third-Party Interventions • Team Building
10	<p>CHAP 13: ORGANIZATION PROCESS APPROACHES</p> <ul style="list-style-type: none"> • Organization Confrontation Meeting • Intergroup Relations Interventions • Large-Group Interventions
11	<p>TECHOSTRUCTURAL INTERVENTIONS – CHAP 14: RESTRUCTURING ORGANIZATIONS</p> <ul style="list-style-type: none"> • Structural Design • Downsizing • Reengineering
11	<p>TECHOSTRUCTURAL INTERVENTIONS – CHAP 15: EMPLOYEE INVOLVEMENT</p> <ul style="list-style-type: none"> • What is It? • Types of Employee Involvement Interventions
12	<p>TECHOSTRUCTURAL INTERVENTIONS – CHAP 16: WORK DESIGN</p> <ul style="list-style-type: none"> • The Engineering Approach • The Motivational Approach • The Sociotechnical Systems Approach
12	<p>HUMAN RESOURCE MANAGEMENT INTERVENTIONS – CHAP 17: PERFORMANCE MANAGEMENT</p> <ul style="list-style-type: none"> • Goal Setting • Performance Appraisal • Rewards Systems
13	<p>HUMAN RESOURCE MANAGEMENT INTERVENTIONSS – CHAP 18: DEVELOPING TALENT</p> <ul style="list-style-type: none"> • Coaching and Mentoring • Career Planning and Development Interventions • Management and Leadership Development Interventions
14	<p>CHAP 19: MANAGING WORKFORCE DIVERSITY AND WELLNESS</p> <ul style="list-style-type: none"> • Workforce Diversity Interventions • Employee Stress and Wellness Interventions
15	<p>STRATEGIC CHANGE INTERVENTIONS – CHAP 20: TRANSFORMATIONAL CHANGE</p> <ul style="list-style-type: none"> • Characteristics of Transformational Change • Integrated Strategic Change • Organization Design • Culture Change

Week	Topic/s
15	STRATEGIC CHANGE INTERVENTIONS – CHAP 21: CONTINUOUS CHANGE <ul style="list-style-type: none"> • Self-designing Organizations • Learning Organizations • Built-to-Change Organizations
16	STRATEGIC CHANGE INTERVENTIONS – CHAP 22: TRANSORGANIZATIONAL CHANGE <ul style="list-style-type: none"> • Transorganizational Rationale • Strategic Alliance Interventions • Network Interventions
16	CHAP 11: EVALUATING AND INSTITUTIONALIZING ORGANIZATION DEVELOPMENT INTERVENTIONS <ul style="list-style-type: none"> • Evaluating Organization Development Interventions • Institutionalizing Organizational Changes
17	LONG TEST 2
18	Group Presentations

VIII. Basic Textbook

Cummings, T. G. & Worley, C. G. (2009). *Organization development and change (9th edition)*. Canada: South-Western Cengage Learning

IX. Suggested Readings

Banks, B.B. & Alban, B. T. (2006) *The handbook of large group methods: creating systemic change in organizations and communities*. San Francisco: Jossey-Bass.

Beer, M and Hohria, N.(Eds).(2000)*Breaking the code of change*. Boston, MA: Harvard Business School Press.

Bradford, D.L. &Burke, W. W. (2005). *Reinventing organization development: New approaches to change in organizations*. California: Pfeiffer.

Brown, D. R. (2011). *An experiential approach to organizational development*. (8th ed). New Jersey: Pearson Education, Inc.

De Guia, F. (2000). *Culture change: key to organization development: A success story*. Makati City: Florence de Guia & Associates.

Fullan, M. (2007). *Leading in a culture of change*. San Francisco, CA: John Wiley & Sons, Inc.

Fullan, M., & Ballew, A. C. (2004). *Leading in a culture of change personal action guide and workbook*. San Francisco, CA: John Wiley & Sons, Inc.

Gallos, J. V. (Ed) (2006)*Organization development: A Jossey-Bass Reader*. San Francisco: Jossey-Bass.

Harrison, M. I. (2005). *Diagnosing organizations: methods, models and processes*. (3rded). California: Sage Publications.

Hechanova, M. R. M. & Franco, E. P. (2008) *Leading Philippine organizations in a changing world: Research and best practices*. Quezon City: Ateneo de Manila University Press.

Jones, B. B. and Brazzel, M., Eds (2006) *The NTL handbook of organization development and change: principles, practices, and perspectives*. San Francisco: Pfeiffer

Johnson, S. (2002). *Who moved my cheese?* United Kingdom: Vermilion

Kotter, J. (1990). *A force for change: How leadership differs from management*. New York, NY: The Free Press.

Kotter, J. (1996). *Leading change*. Boston, MA: Harvard Business School Press.

Sjoholm F. & Tongzon, J. (Eds.) (2005). *Institutional change in Southeast Asia*. London: Routledge Curzon.

XI. House Rules

- Strict observance of the SOM dress code
- Use of laptops devoted only to note taking of the lecture on hand
- Submit a 1" by 1" ID photo for the seat plan or Individual Profile.
- **Attendance is important.** Students are allowed 9 hours of absences. Absences beyond what is prescribed, the student will be given a final rating of **W**.
- **No make-up quiz or long test will be given for students who are absent on that day.** (Exemptions: student representing interschool competition, death among immediate family and hospitalization). Student must show documents for a make-up long test.
- **No make-up projects.** We will observe the course requirements.
- Teacher will inform the beadle or the class in advance in cases when she will be absent or late.
- Teacher may inform students their class standing once during the semester, if requested.
- Teacher will inform students the criteria for group reports.
- **Discipline, courtesy and respect for everyone.** (No sleeping, smoking, side conversations, rowdy behavior, raising your legs or feet on the chairs); Keep mobile phones on silent mode; Request permission to bring in guest).
- **Submitting on time is also part of discipline. Deductions of up to 10 pts for late submission of requirements** (individual and group).
- E-mail the following to me by **June 18, 2012**:
 - a. JPEG file of your ID photo: File name format – **surname-nickname.jpg**
 - b. XLS or XLSX file of the following data in the suggested format:
File name format – **surname-nickname.xlsx**

Name	Year & Conc.	Address	Mobile	Tel Landline	HS attended	e-mail address

- c. In your e-mail to me, signify your agreement with the following statement:
I have read the course syllabus carefully and hereby agree to participate fully in the class L&S 137 (Organization Development) and to abide by the policies stated in this course syllabus.

Name

ID number

Year and Concentration

XII. Consultation Hours: By appointment only.