HRM460: Organizational Development

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 10-25 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Course Description and Outcomes

Course Description:
This course presents the study of organizational systems and strategies designed to drive organizational competitive advantage and enhance organizational performance. Specific focus is on systems thinking, becoming a learning organization, and continuous improvement.

Recommended Prior Course: None

Course Overview:
A foundation for HRM460 course design is the premise that in a global economy, organizations that retain a high performing workforce have a distinct competitive advantage. Further, those companies that adapt, innovate and continuously improve are able to meet the challenges of an ever-changing environment and maintain long term sustainability. This course supports that premise by reinforcing that organizations are not isolated; they are part of an open system and impacted by external forces. The course also focuses on internal organizational systems, processes and strategies that are fundamental to building an organizational culture which advances a company’s strategic direction.

HRM460 is designed to cover the principles of organizational development from a theoretical and a practical perspective. The course covers the strategic implications of organizational change as well as processes, tools and techniques associated with organizational performance and change management. To enhance managerial decision-making skills, students explore topics such as leadership, governance, communication and human resource systems that influence change. Cost and value implications of change interventions and leading practices in learning organizations and continuous improvement are also included. To promote long-term thinking, students will develop an understanding of how companies use organizational development for short and long-term priority development and as a foundation for strategic advantage.

Course Learning Outcomes:
1. Define organizational development and its relationship to supporting competitive advantage in a global economy.
2. Explain organizational development models and their association to planned change.
3. Research and analyze theoretical frameworks for organizational development and planned changed and apply them in the context of the organizational development process.
4. Describe the process of organization diagnostics and analysis and apply techniques in consideration of an organization’s culture.
5. Identify key systems and processes used in organizational development and explain their significance in transformational change.
6. Explain the differences and similarities between institution, group, and individual interventions and relate each to a potential performance gap.
7. Describe the concept of a learning organization and associate it to the organizational development process.

**Participation & Attendance**

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

**Course Materials**

Textbook Information is located in the CSU-Global Booklist on the Student Portal.

**Course Schedule**

**Due Dates**

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the opening exercise before reading each week’s content to see which areas you will need to focus on. You may take these exercises as many times as you need. The opening exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake mastery exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking Activities:** Assignments are due Sunday at 11:59 p.m. MT.

<table>
<thead>
<tr>
<th>Week #</th>
<th>Readings</th>
<th>Assignments</th>
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| 1      | Chapters 1 & 5 (pp. 92-94 only) in *Organization Development & Change*  
Allen, R. (2012, February, 2) 3 Stages of organizational |  
Discussion (25 points)  
Opening Exercise |
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| 2    | - Chapters 2, 3, & 4 in *Organization Development & Change*  
| 3    | - Chapters 5 & 18 (pp. 552-560 only) in *Organization Development & Change*  
- Writing @ CSU. (2010). Retrieved from http://writing.colostate.edu/guides/research/casestudy/ |
| 4    | - Chapter 6 in *Organization Development & Change*  
<table>
<thead>
<tr>
<th>Assignment Details</th>
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<td>This course includes the following assignments/projects:</td>
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| 5 | Chapters 7, 10, 13, & 17 in *Organization Development & Change*  
Discussion (25 points)  
Opening Exercise (0 points)  
Mastery Exercise (10 points)  
Critical Thinking (100 points) |
| 6 | Chapters 8 & 9 in *Organization Development & Change*  
Discussion (25 points)  
Opening Exercise (0 points)  
Mastery Exercise (10 points) |
| 7 | Chapters 18, 19 (pp. 582-593 only), 20, & 21 in *Organization Development & Change*  
Discussion (25 points)  
Opening Exercise (0 points)  
Mastery Exercise (10 points) |
| 8 | Chapters 19 (pp. 569-573 and 593-601), 22, & 23 in *Organization Development & Change*  
Discussion (25 points)  
Opening Exercise (0 points)  
Mastery Exercise (10 points)  
Portfolio (350 points) |
Critical Thinking: Title (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Organizational Development and Business Strategy

This Module 1 Critical Thinking Assignment addresses two elements that are fundamental to this class: organizational development and business strategy. This Assignment also includes an abbreviated analysis of the Škoda case study that was developed by university students. As a first step, complete the following activities:

- Review definitions of Organizational Development from the reading and other sources of your choosing. Describe the concept of Organizational Development in your own words.
- Read the Škoda case study, focusing especially on the SWOT analysis as a tool in strategic planning.

Write a paper that includes the following:

- Your personal definition of Organizational Development
- An abbreviated assessment of Škoda's strengths: Choose a Škoda strength that was identified through the SWOT analysis. Example: Clear Vision. Discuss how Škoda could benefit from understanding this strength.
- An analysis on the value of a SWOT analysis and strategic planning, explaining why Organizational Development might be important to Škoda
- Citations and references to reading material and experiences to support your positions

Your paper should be 3-4 pages long (not including the title page and references in the page count) and adhere to the writing and citation guidelines as outlined in the CSU-Global Guide to Writing and APA Requirements.

Option #2: Organizational Development and Business Strategy

This Module 1 Critical Thinking Assignment addresses two elements that are fundamental to this class: organizational development and business strategy.

This assignment also includes an abbreviated analysis of an organization of your choice that has undergone organizational development change within the past three years. As a first step, complete the following activities:

- Choose an organization that has undergone OD in the last three years.
- Reflect on the OD concepts utilized in your chosen organization, elaborating on the change management initiatives.
- Reviewing your chosen organization, conduct a SWOT analysis. Write a paper that includes:
  - Your SWOT analysis defining why you chose the elements in your SWOT analysis
  - Analysis on the value of a SWOT analysis and strategic planning, explain why Organizational Development might be important to your organization.
  - Citations and references to reading material and experiences to support your positions.

Your paper should be 3-4 pages long (not including the title page and references in the page count) and adhere to the writing and citation guidelines as outlined in the CSU-Global Guide to Writing and APA Requirements.

Module 3

Critical Thinking: Title (90 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Open Systems Model Analysis

Utilizing an Open-Systems Model, demonstrate how your organization (or another organization) and its subsystems are organized and function. Your demonstration should be a visual infographic or some other illustrative representation.

Then, create a one-page summary (150-300 words) to correlate with your illustration (not including the cover page or references in the page count) written in accordance with the CSU-Global Guide to Writing and APA Requirements.

- Your summary should reflect on the value of the Open Systems Model explaining why Organizational Development might be important to your organization.
- Include citations, references to reading material, and experiences to support your position.

Your illustration and summary (and cover page and reference list) must be in the same document for a single submission to the Week 3 Assignments page.

Option #2: Comprehensive Model Analysis

Utilizing the Comprehensive Model for Diagnosing Organizational Systems, demonstrate how your organization (or another organization) can be diagnosed at any one of the three organizational levels. Your demonstration should be a visual infographic or some other illustrative representation.

Then, create a one-page summary (150-300 words) to correlate with your illustration (not including the cover page or references in the page count) written in accordance with the CSU-Global Guide to Writing and APA Requirements.

- Your summary should reflect on the value of the Comprehensive Model for Diagnosing Organizational Systems, explaining why diagnosing organizational systems might be important to your organization.
- Include citations, references to reading material, and experiences to support your position.

Your illustration and summary (and cover page and reference list) must be in the same document for a single submission to the Week 3 Assignments page.

Module 4

Critical Thinking: Title (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Building a Fictional Case Study

For this assignment, build an illustrative, fictional case study (see required reading for characteristics of illustrative and fictional case studies). Data collection for the assignment involves the following steps:

1. Identify an organization, which becomes the foundation for the fictional case. Use an actual company for this assignment, but change the name of the company and any other information specific to the company so that you can develop an illustrative, fictional case study.
2. List the “new” name and a brief description of the organization and why it was chosen.
3. Conduct secondary research on the company, its mission, location, other public information.
4. Identify a person from the company whom you would interview and develop a set of interview questions that are relevant to the organization. The questions should uncover one or more potential areas of organizational development interest or issues that the company faces. List the name (under a new name) and role of person to be interviewed.
5. Conduct primary research by interviewing the identified employees of the organization. Your case study should demonstrate thoughtful consideration of the ideas and concepts that are presented in the course and provide new thoughts and insights relating directly to this case.
6. Your fictional case study should include:
   - The case’s organization and industry context
   - The organization’s vision/mission, strategy, product/service, business model, and organizational structure
   - Scenario setting including the main character/s
   - Problem statements or questions (not more than five)

Support your case study with at least two scholarly resources. Ensure your final case includes a cover page and references formatted per the CSU-Global Guide to Writing and APA Requirements.

You have your choice of case study presentation format:

**Written Paper**
Your paper should be 2-3 pages in length, not including the title and reference pages. Ensure each component of your paper is in a single Word document for submission to the Week 4 Assignments page. Cite any sources in accordance with the CSU-Global Guide to Writing and APA Requirements.

**Presentation**
You may use any presentation software you prefer (PowerPoint, Prezi, or SlideShare, for example). The length of the presentation should be 7-9 slides with a separate reference slide. Your presentation MUST include your script notes containing 80-100 words per slide (or a presentation handout of 3-6 pages that would accompany your presentation).

Cite any sources in accordance with the CSU-Global Guide to Writing and APA Requirements.

You will be able to directly upload a PowerPoint presentation to the Week 4 Assignments page. However, if you create your presentation using Prezi, SlideShare, or some other web-based presentation tool, you will need to copy the link to your presentation and paste it into a Word document with a brief note to your instructor regarding the link and any special instructions for viewing your project once opened. You will submit this Word document to the Week 4 Assignments page.

**Video**
The video should be 3-4 minutes in length and must be hosted on YouTube (or some other online video-hosting site). As you will not be able to directly upload your video to the Week 4 Assignments page, you will need to copy the link to your video and paste it into a Word document with a brief note to your instructor regarding the link and any special instructions for viewing your project once opened. You will submit this Word document to the Week 4 Assignments page.

**Note:** Any documentation resulting from personal interviews by CSU-Global students is for the sole purpose of fulfilling the course assignment and will not be used as part of a larger study, published, or distributed outside of the course environment.

**Option #2: Survey Instrument**
Take a look at your organization or another existing organization. Create a survey instrument to obtain qualitative and quantitative information from different stakeholders (employees, management, vendors, customers ...) to assess the organization’s functionality, productivity, and effectiveness. Then use your survey instrument to actually collect and analyze this data.

Your analysis should demonstrate thoughtful consideration of the ideas and concepts that are presented in the course so far and provide new thoughts and insights relating directly to the topic of data collection, data analysis, and biases.

For this assignment, you have your choice of presentation format:

**Written Paper**
Your paper should be 2-3 pages in length, not including the title and reference pages. Ensure each component of your paper is in a single Word document for submission to the Week 4 Assignments page. Cite any sources in accordance with the *CSU-Global Guide to Writing and APA Requirements*.

**Presentation**
You may use any presentation software you prefer (PowerPoint, Prezi, or SlideShare, for example). The length of the presentation should be 7-9 slides with a separate reference slide. Your presentation MUST include your script notes containing 80-100 words per slide (or a presentation handout of 2-3 pages that would accompany your presentation).

Cite any sources in accordance with the *CSU-Global Guide to Writing and APA Requirements*.

You will be able to directly upload a PowerPoint presentation to the Week 4 Assignments page. However, if you create your presentation using Prezi, SlideShare, or some other web-based presentation tool, you will need to copy the link to your presentation and paste it into a Word document with a brief note to your instructor regarding the link and any special instructions for viewing your project once opened. You will submit this Word document to the Week 4 Assignments page.

**Video**
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**Module 5**

**Critical Thinking: Title (100 points)**
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Analyzing Managed Change (100 points)**
For this assignment, you will use the fictional case study you created in Module 4 to complete the following:

- Identify one challenge in the organization that might require managed change.
- Determine the levels in the organization that might be impacted by the managed change.
• Identify two or more potential and appropriate interventions that might be impacted by the managed change.
• Describe the expected outcomes if the interventions are successful. Support your paper with at least two scholarly sources and cite them per the CSU-Global Guide to Writing and APA Requirements. The CSU-Global Library is a great place to find these sources.

Your assignment should demonstrate thoughtful consideration of the ideas and concepts that are presented in the course and provide new thoughts and insights relating directly to this topic.

You have several options regarding your final assignment format:

**Written Paper**
Your paper should be 2-3 pages in length, not including the title and reference pages. Ensure each component of your paper is in a single Word document for submission to the Week 5 Assignments page.

**Presentation**
You may use any presentation software you prefer (PowerPoint, Prezi, or SlideShare, for example). The length of the presentation should be 7-9 slides with a separate reference slide. Your presentation MUST include your script notes containing 80-100 words per slide (or a presentation handout of 2-3 pages that would accompany your presentation).

You will be able to directly upload a PowerPoint presentation to the Week 5 Assignments page. However, if you create your presentation using Prezi, SlideShare, or some other web-based presentation tool, you will need to copy the link to your presentation and paste it into a Word document with a brief note to your instructor regarding the link and any special instructions for viewing your project once opened. You will submit this Word document to the Week 5 Assignments page.

**Video**
The video should be 3-4 minutes in length and must be hosted on YouTube (or some other online video-hosting site). As you will not be able to directly upload your video to the Week 5 Assignments page, you will need to copy the link to your video and paste it into a Word document with a brief note to your instructor regarding the link and any special instructions for viewing your project once opened. You will submit this Word document to the Week 5 Assignments page.

**Option #2: Diversity Analysis and Managed Change (100 points)**
For this assignment, you will analyze the diversity within your organization, or another organization, reflecting on how diversity impacts multiple aspects of the organization.

For this assignment, you must complete the following:

• Identify several challenges in the organization that might result from diversity-related issues that might require managed change.
• Determine the levels in the organization that might be impacted by the managed change.
• Identify two or more potential and appropriate interventions for the levels that are impacted by the managed change.
• Describe the expected outcomes if the interventions are successful
• Support your paper with at least two scholarly sources and cite them per the CSU-Global Guide to Writing and APA Requirements. The CSU-Global Library is a great place to find sources.

Your assignment should demonstrate thoughtful consideration of the ideas and concepts that are presented in the course and provide new thoughts and insights relating directly to this topic.

You have several choices regarding your final assignment format:
Written Paper
Your paper should be 600-900 words in length, not including the title and reference pages. Ensure each component of your paper is in a single Word document for submission to the Week 5 Assignments page. Cite any sources in accordance with the CSU-Global Guide to Writing and APA Requirements.

Presentation
You may use any presentation software you prefer (PowerPoint, Prezi, or SlideShare, for example). The length of the presentation should be 7-9 slides with a separate reference slide. Your presentation MUST include your script notes containing 80-100 words per slide (or a presentation handout of 600-900 words that would accompany your presentation).

Cite any sources in accordance with the CSU-Global Guide to Writing and APA Requirements.

You will be able to directly upload a PowerPoint presentation to the Week 5 Assignments page. However, if you create your presentation using Prezi, SlideShare, or some other web-based presentation tool, you will need to copy the link to your presentation and paste it into a Word document with a brief note to your instructor regarding the link and any special instructions for viewing your project once opened. You will submit this Word document to the Week 5 Assignments page.

Video
The video should be 3-4 minutes in length and must be hosted on YouTube (or some other online video-hosting site). As you will not be able to directly upload your video to the Week 5 Assignments page, you will need to copy the link to your video and paste it into a Word document with a brief note to your instructor regarding the link and any special instructions for viewing your project once opened. You will submit this Word document to the Week 5 Assignments page.

Module 8

Portfolio Project: Title (350 Points)
Choose one of the following two Portfolio Projects to complete this week. Do not do both projects. Identify your project choice in the title of your submission.

Option #1:
For this Portfolio Project option, analyze and synthesize data acquired from an illustrative, fictional case study (see below) and present the findings in a paper. The audience for this paper is organizational development specialists and business executives who are attendees at a professional OD association meeting.

Use the organization you identified in the Module 4 Critical Thinking Assignment (in either option). This organization should serve as the beginning of the final case study, however:

• If you completed the Module 4, Option #2 assignment, you will use that company but change the name of the company and any other information as you further develop your illustrative, fictional case study.
• If you completed the Module 4, Option #2 Critical Thinking Assignment, you will incorporate your survey instrument into your final case study.
• If you completed the Module 4, Option #1 Critical Thinking Assignment, you will already have some of this information collected and created regarding the fictional organization.

Your project will include:

• An illustrative, fictional case study
• Diagnostic methods
• Analysis and feedback methods
Option #2

The Portfolio Project is due at the end of Module 8. For the Portfolio Project, you will analyze and synthesize data acquired from the Integrative Case, *B.R. Richardson Timber Products Corporation* (pp. 750-763 of the textbook) and present the findings in a paper.

Your analysis will synthesize various topics and content that have been introduced throughout the course. You may also use content from prior Critical Thinking Assignments in the final Portfolio Project where applicable.

The paper will include:

- An Illustrative overview of the case study
- Assessment of the diagnostic methods used or which should have been used
- Analysis and feedback methods
- Appropriate organizational development intervention options with the inclusion of general risk and value scenarios
- Evaluation methods and planned changes
- References of outside sources including academic sources

Additionally, address the following within your paper:

1. Describe the organizational design features – structure, HR processes, leadership present in the case study organization.
2. How would you assess Jack Lawler’s entry and contracting process at B.R. Richardson? Would you have done anything differently?
3. What theories or models would you use to make sense of the diagnostic data? How would you organize the information for feedback to Ben Richardson and Richard Bowman? How would you carry out the feedback process?
4. What additional information would you have liked Jack Lawler and his team to collect? Discuss what and why.

Your final paper must be 8-10 pages long, cite a minimum of five sources, and be formatted per the *CSU-Global Guide to Writing and APA Requirements*. The CSU-Global Library is a great place to find sources! Include a title page and reference list page as part of the final project (but not as part of the page count). Submit your final case study to the Week 8 Assignments page.
In-Classroom Policies
For information on late work and incomplete grade policies, please refer to our In-Classroom Student Policies and Guidelines or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity
Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing/re-purposing your own work (see CSU-Global Guide to Writing and APA Requirements for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style
All students are expected to follow the CSU-Global Guide to Writing and APA Requirements when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions on your course’s Assignments page.

Disability Services Statement
CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.