

Course Outline:

ADMS/HRM 4460(B) – Fall 2014

Organizational Development

York University - School of Human Resource Management

Course Director/Professor: Ron Alexandrowich

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Class Time: Wednesday 4:00 – 7:00pm

Location: ACE 011

Office Hours: I do not have office hours. Please see me before or after class or email me. Thank you.

COURSE DESCRIPTION

This course investigates examines and critiques the diagnosis of problems and the design and implementation of programmes for employee and organizational development. Emphasis is placed on the integration of theoretical and experiential knowledge and the development of intervention skills as ways of understanding and responding to change in organizations.

PREREQUISITES:

Students are personally responsible to ensure that they have the required prerequisites as stated in the course outline or in the course calendar. Students who do not have the prerequisites are at risk of being dropped from the course at any time during the course. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of the appropriate prerequisites.

REQUIRED TEXTS:

Morgan, G., *Images of Organization*, 3rd Edition, Sage Publishers and Berrett-Koehler Publishers, 2006.

Specific Course Learning Objectives

The purpose of this course is to provide students with an understanding of ways to 'see' organizations so that organizational, managerial and personal development interventions can be effectively developed and operationalized. Students will also develop the ability to analyze, diagnose, develop strategic interventions and implementation approaches to organizational problems.

1. To provide an understanding of ways of seeing and reading organizations.
2. To critically review approaches to organizational analysis and diagnosis.
3. To understand ways of intervening in organizations to facilitate change and development.
4. To develop the capability to see organizational issues from a number of perspectives with many possible 'resolutions'

COURSE CONTENT:

Date	Topic	Chapter
Sept 10	Introduction/Overview of course	1 & 10
17	Organizations as Machines	2
24	Organizations as Organisms	3
Oct 1	Organizations as Brains	4
8	Organizations as Cultures	5 <i>Individual Assignment Due</i>
15	Organizations as Political Systems	6
22	Organizations as Psychic Prisons	7
29	No class	No class
Nov 5	Organizations as Flux and Transformation	8
12	Organizations as Instruments of Domination	9
19	<i>Role Plays</i>	<i>Role Plays</i>
26	<i>Role Plays</i>	<i>Role Plays</i>
Dec 3	<i>Final Exam</i>	<i>Final exam</i>

COURSE EVALUATION:

All final grades will be reviewed by the School of Administrative Studies and the School reserves the right to modify them in order to maintain high standards.

Participation	15
Individual Assignment	15
Group Role Plays	10
Group Paper	25
Final Exam	35 (in class)
Total	100

Participation: 15%

Evaluation of class participation:

- **Cognitive Dimensions** logic, knowledge and creativity (e.g., Did s/he focus on the significant aspects of the issue or problem?).
- **Expressive Elements** Clarity, fluency and conciseness (e.g., Did s/he speak well?).

- ***Affective ingredients*** enthusiasm and interest (e.g., Did s/he attempt to respond to and co-operate with others during the discussion?).
 - ***Contributions of comments useful in the process of learning*** valuable suggestions appropriate amplifications, constructive criticism and relevant observations (e.g., Did s/he make useful substantive contributions to the discussion?)
- **Individual Assignment: 15%** This paper consists of two parts. The total paper should be between 1500 – 2000 words typed double spaced. No extensions will be given. Your writing should be coherent with only occasional lapses that do not impede flow or reader’s comprehension. Your language should be concise, with clear and appropriate word choice. Your language should also be free of errors in grammar and syntax, with only minor errors in spelling and punctuation.

PART I

- For the first part, students are asked to write a first-person narrative. Students will write of their experiences, feelings, opinions, views and emotions concerning an organization in which they have worked or are working.

PART II

- For the second part, students must take the position of themselves twenty years into the future. The second part should be in the form of a letter to you. Using your new experiences and the wisdom you have gained over the past twenty years, you will comment on, make observations, or even criticize the point of views you formed in part one.

Group Paper 25% and Role Play 10%:

Your group will research a current issue facing organizations, in Canada or elsewhere, related to organizational development. There are multiple sources of information for this issue: the news/press, journals, managers and employees, your own experiences, academic journals, and so on. The instructor will provide more details during the first class. You are to research an issue and come up with recommendations on how to manage that issue/problem. Your paper and role play must coincide with the topic(s) covered during that week.

DO NOT COVER EVERYTHING ABOUT A CERTAIN TOPIC. ONLY COVER THE IMPORTANT INFORMATION YOU FOUND IN YOUR RESEARCH ABOUT HOW COMPANIES ARE DEALING WITH THE IMPORTANT ISSUE/PROBLEM YOU UNCOVERED.

DO NOT COVER ALL THE MATERIALS TO BE DISCUSSED IN CLASS THAT DAY.

Group Formation: The class will be asked to form groups of no less than four (4) people and no more than six (6) people. **Please email me a list of all members in your group.**

Role Play: Groups will present their research findings to the rest of the class via role plays. Your research should correspond to the subject(s) covered during that particular class. Students should not base their presentation solely on material from the textbook. Students should consult academic and non-academic sources and derive their presentation based on that material. A minimum of four group members must participate in the role play. The role play will be no longer than 20 minutes which includes a 5 minute question and answer period. (Thus role play is approx. 15 minutes.)

- Decide on a problem related to the chosen topic of study and a setting for the characters. It is a good idea to make one setting realistic but not necessarily real.
- When presenting, students will convey the information by taking on the role of a character of your choice.
- You must submit each character along with the goals for each character to the professor on the day of the role play exercise. That is, define the goals of the character and why you have chosen this character. This can be attached to your paper.

Group Paper:

The final product of your research will be a comprehensive written report. **You must hand in your 10 - 12 page paper on the day of your role play.**

You should cover the following in your paper:

- An Introduction
- Purpose of the study
- Statement of the problem
- Background of the problem
- Review of Related Information
- Analysis of the Situation
- Recommendations on how organizations can manage the issue

Your **written paper** should be between 12 – 15 pages, excluding the list of references (Arial or Times New Roman, 12 pitch, with 1" margins; double-spaced). You should cover at least the following in the paper:

You must also include a bibliography, using the APA style. Your paper will be judged on style (grammar, etc.) and content (the extent and quality of your research, analysis, and recommendations). This paper must be handed to the instructor the day of your role play.

In cases where contributions of group members are in question, the instructor reserves the right to adjust the grade on the group presentation and paper accordingly for those individuals.

Final Examination 35%

- All elements of the course will be relevant to this case study based final examination.