

**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 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

**Faculty Information:** Faculty contact information and office hours can be found on the faculty profile page.

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## COURSE DESCRIPTION AND OUTCOMES

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**Course Description:**

This course studies how organizational systems and strategies impact employee and organizational development as well as their performance. Emphasis is given to understand how human resources initiatives influence competitive advantage through employee engagement and retention.

**Course Overview:**

In HRM460, we will explore the world of organizational development and change management. In today's global workforce, change is inevitable. Companies who adapt and continuously improve are able to meet the challenges of an ever-changing environment and maintain long-term sustainability. This course focuses on internal organizational systems, processes, and strategies that are fundamental to building an organizational culture to advance a company's strategic direction.

In this course, we will discover the principles of organizational development from a theoretical and a practical perspective. We will study the strategic implications of organizational change as well as processes, tools, and techniques associated with organizational performance and change management. We will explore techniques that positively impact an organization's effectiveness. To enhance managerial decision-making skills, we will also explore topics such as leadership, communication, and metrics that influence change.

**Course Learning Outcomes:**

1. Assess how organizational development supports competitive advantage in today's global economy.
2. Explain organizational development models and techniques that positively impact an organization's effectiveness.
3. Explore the interrelationship between organizational development and employee retention.
4. Assess how institution, group, and individual interventions can improve overall organizational performance.
5. Identify metrics used to make human resource decisions.

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## PARTICIPATION & ATTENDANCE

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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.

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## COURSE MATERIALS

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### Required:

N/A

### Suggested:

#### Membership (Recommended)

SHRM membership: <https://www.shrm.org/about-shrm/pages/membership.aspx>. In this course, you are encouraged to join SHRM; however, this is not mandated. Approximate cost is \$40.00 for SHRM student membership.

***NOTE:** All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.*

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## COURSE SCHEDULE

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### 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 at 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:** Assignments are due Sunday at 11:59 p.m. MT.

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## WEEKLY READING AND ASSIGNMENT DETAILS

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### Module 1

#### Readings

- Asumeng, M. A., & Osa-Larbi, J. A. (2015). Organization development models: A critical review and implications for creating learning organizations. *European Journal of Training and Development Studies*, 2(3), 2943.
- Bello, N. (2018). The civil rights origins of organization development. *OD Practitioner*, 50(2), 16-19.
- Minahan, M. (2016). OD: Sixty years down, and the future to go. *OD Practitioner*, 48(1), 5-10.
- Page, L., Boysen, S., & Arya, T. (2019). Creating a culture that thrives: Fostering respect, trust, and psychological safety in the workplace. *OD Practitioner*, 51(1), 28-35.

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Critical Thinking (90 points)**

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

#### **Option #1: Organizational Culture**

Culture plays a vital role in organizational development. Each organization has its own style and its own culture. Portraying that culture to new employees can be a challenge, especially when new employees have worked for a company that utilized a different style.

Imagine that you are an OD consultant who has been hired by a Fortune 500 organization. The organization is growing at an exponential rate and has recently acquired two major competitors. Unfortunately, while the acquisition has run smoothly, to date, the organization foresees many issues, specifically since the organizations have different cultures. For this assignment, please do the following:

1. Select a Fortune 500 organization and present details regarding the mission, vision, values, and strategic goals of that organization.
2. Provide detailed information about the Fortune 500 company's industry. Denote research highlighting the future of the industry.
3. Explain, based upon the organization and industry, what information you should collect from the company to ensure that a successful acquisition occurs. Provide specific questions and explain why you asked these questions.
4. Explain the importance of organizational culture and how culture impacts OD decisions, processes, and practitioners.

#### **Submission Requirements**

- Write a four- to five-page paper, or about 1100 words, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least three scholarly references, and you can include resources from this course.
- The CSU-Global Library is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
  - A scholarly or peer-reviewed journal article.

- A government-based website or publication.
- A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

### **Option #2: Organizational Culture**

Culture plays a vital role within organizational development. Each organization has its own style and its own culture. Portraying that culture to outsiders (e.g., consultants and new hires) can be challenging, especially when new employees have worked for a company with a different style.

For this assignment, consider the following scenario:

You are a world-renowned OD consultant. You have been contacted by many Fortune 100 and Fortune 500 organizations to assist in addressing internal issues, helping with mergers and acquisitions, strengthening organizational culture, etc. Needless to say, you are highly regarded in your field.

For this assignment, do the following:

1. Select three Fortune 100 or Fortune 500 organizations that have approached you.
2. Provide details regarding each organization's mission, vision, values, and strategic goals.
3. Based upon the information collected, explain what organizational culture you believe would best match your preferred consultancy style.
  - a. For example, if you believe in the importance of a consultant being a helper and not an authoritative figure, then certain organizational cultures would not be right for you to work in.
4. Explain the importance of organizational culture and how culture impacts OD decisions, processes, and practitioners.

### **Submission Requirements**

1. Write a four- to five-page paper, or about 1100 words, not including the title and reference pages, which are required.
2. Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
3. Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
4. You must support your analysis with at least three scholarly references, and you can include resources from this course.
5. The CSU-Global Library is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
  - a. A scholarly or peer-reviewed journal article.
  - b. A government-based website or publication.
  - c. A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

### **Mastery Exercise (10 points)**

## **Module 2**

### **Readings**

- Heckelman, W. (2017). Five critical principles to guide organizational change. *OD Practitioner*, 49(4), 13-21.
- Loh, C.-Y., Coyte, R., & Cheng, M. M. (2018). Is a fresh pair of eyes always better? The effect of consultant type and assigned task purpose on communicating project escalation concerns. *Management Accounting Research*.
- Marshak, R. J. (2018). Reflections on being an internal practitioner. *OD Practitioner*, 50(1), 30-36.
- Pak, A., Carden, L., & Kovach, J. (2016). Integration of project management, human resource development, and business teams: A partnership, planning model for organizational training and development initiatives. *Human Resource Development International*, 19(3), 1-16.

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Critical Thinking (90 points)**

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

#### **Option #1: Lewin's Change Model**

Identify a need for organizational change (real-life) and create a visual representation of how this organization might utilize Lewin's Change Model. Your demonstration should be a visual infographic or some other illustrative representation. Then, create a two-page summary to connect with your illustration, (not including the cover page or references in the word count) written in accordance with the CSU-Global Guide to Writing & APA.

- Your summary should reflect on the value of this model explaining why it might be important to the organization.
- Include citations and 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 2 Assignments page.

#### **Written Paper**

- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing and APA.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least three scholarly references, and you can include resources from this course.
- The CSU-Global Library is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
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  - A government-based website or publication.
  - A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

#### **Option #2: Kotter's Change Model**

Identify a need for organizational change (real-life) and create a visual representation of how this organization might utilize Kotter's Change Model. Your demonstration should be a visual infographic or some other illustrative representation. Then, create a two-page summary to connect with your illustration (not including the cover page or references in the word count), written in accordance with the CSU-Global Guide to Writing & APA.

- Your summary should reflect on the value of this model explaining why it might be important to the organization.
- Include citations and 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 2 Assignments page.

### **Written Paper**

- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least three scholarly references, and you can include resources from this course.
- The CSU-Global Library is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
  - A scholarly or peer-reviewed journal article.
  - A government-based website or publication.
  - A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

### **Mastery Exercise (10 points)**

## **Module 3**

### **Readings**

- Atkinson, P. (2014). OD strategies: Installing a lean and continuous improvement culture. *Management Services, 58*(4), 12-17.
- Fisher, J. G. (2015). *Strategic reward and recognition: Improving employee performance through non-monetary incentives*. Philadelphia, PA: Kogan Page Limited.
  - Read: Chapter 2
- Hitchcock, J. A., & Stavros, J. M. (2017). Organizational collective motivation: A new framework for motivating employees in organizations. *OD Practitioner, 49*(4), 28-35.
- Johnson, E. (2017). How to communicate clearly during organizational change. *Harvard Business Review Digital Articles, 2*-6.
- Kislik, L. (2018). How to tell your team that organizational change is coming. *Harvard Business Review Digital Articles, 2*-4.
- Ramadanty, S., & Martinus, H. (2016). Organizational communication: Communication and motivation in the workplace. *Humaniora, 7*(1), 77-86. Retrieved from <https://journal.binus.ac.id/index.php/Humaniora/article/view/3490>

### **Opening Exercise (0 points)**

## Discussion (25 points)

### Critical Thinking (90 points)

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

#### Option #1: Turnover

For this assignment, select a company that is publicly traded. Please ensure that there is information available about this company online, so your instructor can become familiar with the organization. Then, please do the following:

1. Examine potential reasons, regardless of industry, why turnover rates occur. Identify these reasons using scholarly and industry research.
2. Identify industry competitors and explain how compensation and benefits differ among your organization and its competitors.
3. Justify how your organization can increase employee retention efforts, through policy and process revision/implementation, by utilizing a preferred motivation theory/model.
  - a. Note: Do not focus only on motivating employees through offering higher levels of compensation. Explain factors, in addition to compensation, that can improve motivation.
4. Determine HR practices that would be impacted by these policy/process improvements.
5. Make recommendations regarding how to best communicate change efforts to employees.

#### Written Paper

- Write a three- to five-page paper, or about 1100 words, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least three scholarly references, and you can include resources from this course.
- The CSU-Global Library is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
  - A scholarly or peer-reviewed journal article.
  - A government-based website or publication.
  - A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

#### Option #2: Organizational Change Communication

In the late 1990s and early 2000s, a popular bank, located in Michigan, relocated its headquarters to another state. The CEO, who was extremely profit driven, wanted to reduce labor costs as much as possible. While the relocation process was spread over a two-year period, organizational employees were concerned about their futures. Many employees did not want to relocate, and those who did were in fear that their jobs might be eliminated.

As the CEO and other stakeholders made decisions regarding the future of their employees, the workplace culture became increasingly toxic. Every Wednesday and Friday morning, employees would receive a slip on their desk stating that their service was no longer needed. Week by week, the size of the office shrunk.

Unfortunately, this is a true story. While the CEO and stakeholders believed that they were strengthening the future of the organization, they forgot about how their decisions impacted their workforce. For this assignment, please do the following:

1. Explain how the processes used to let employees go impacted motivational efforts.
2. Describe ways, even during times of difficult transition/change, that organizations can encourage motivation among employees.
3. Propose a new process for effectively communicating that an employee's service is no longer needed.
4. Explain how poor communication can impact the workforce and the organization's reputation.

### **Written Paper**

- Write a three- to five-page paper, or about 1100 words, not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least three scholarly references, and you can include resources from this course.
- The CSU-Global Library is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
  - A scholarly or peer-reviewed journal article.
  - A government-based website or publication.
  - A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

### **Mastery Exercise (10 points)**

## **Module 4**

### **Readings**

- Gadbow, J. W. (2015). Using design intentionally. *OD Practitioner*, 47(3), 27-30.
- Schwinn, D. (2017). Statistical thinking for the OD professional. *OD Practitioner*, 49(2), 47-54.
- Wagner, S., Goodin, N., & Hammond, C. (2017). A brief primer on quantitative measurement for the OD professional. *OD Practitioner*, 49(2), 55-58.
- Yaeger, T. F., & Sorensen, P. F. (2016). Enhancing employee engagement efforts. *OD Practitioner*, 48(2), 48-51.

### **Opening Exercise (0 points)**

### **Discussion (25 points)**



### **Mastery Exercise (10 points)**

### **Portfolio Milestone (50 points)**

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

#### **Option #1: Organization Change**

Review the Portfolio Project options, assignment requirements, and rubric, which can be found in Module 8. Choose one of the two options. Write a two-to three-page paper including:

- The selected option that you will be completing.
- Eight peer-reviewed, scholarly references, cited in proper APA format, which will be used as scholarly support for your Portfolio Project submission. Explain in 2-3 sentences how each of these peer-reviewed sources align with your Portfolio Project's content.
- A list of any questions, comments, or concerns that you have regarding this assignment.

#### **Portfolio Project Milestones Information:**

Please note that all Portfolio Project Milestones are due at the end of the week that they are assigned. Therefore, this Portfolio Project Milestone is due at the end of Module 4. Late Portfolio Project Milestones will not be accepted. Please ensure that you submit your work in a timely manner.

#### **Option #2: Fortune 500 Change**

Review the Portfolio Project options, assignment requirements, and rubric, which can be found in Module 8. Choose one of the two options. Write a two-to three-page paper including:

- The selected option that you will be completing.
- Eight peer-reviewed, scholarly references, cited in proper APA format, which will be used as scholarly support for your Portfolio Project submission. Explain in 2-3 sentences how each of these peer-reviewed sources align with your Portfolio Project's content.
- Provide a list of any questions, comments, or concerns that you have regarding this assignment.

#### **Portfolio Project Milestones Information:**

Please note that all Portfolio Project Milestones are due at the end of the week that they are assigned. Therefore, this Portfolio Project Milestone is due at the end of Module 4. Late Portfolio Project Milestones will not be accepted. Please ensure that you submit your work in a timely manner.

## **Module 5**

### **Readings**

- Hyland, P., Lee, R., & Mills, M. (2015). Mindfulness at work: A new approach to improving individual and organizational performance. *Industrial and Organizational Psychology, 8*(4), 576-602.
- Lloyd, J. (2018). Coaching cultivates continuous improvement: Feedback to employees helps. *Health Care Registration, 27*(4), 9-10.
- Mohiuddin, R. (2016). The "I" in "we." *OD Practitioner, 48*(1), 54-55.
- Sawitri, D., Suswati, E., & Huda, K. (2016). The impact of job satisfaction, organization commitment, organization citizenship behavior (OCB) on employees' performance. *International Journal of Organizational Innovation, 9*(2), 24-45.

- Vasilakes, A., & Luechtefeld, R. (2017). Transforming ourselves to transform our organizations: Insights about an internal practice community. *OD Practitioner*, 49(4), 8-12.

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Critical Thinking (100 points)**

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

#### **Option #1: Individual Intervention**

For this Critical Thinking Assignment, share a competency that you believe you could further develop. Please use the competency model, which was created by SHRM (see link below), when selecting your competency. Please note that your selected competency should be aligned with your career level. Career levels and required competencies are described on the linked document.

For this Critical Thinking Assignment, you will be required to create a video, which includes the following:

- Based upon your lacking competency, provide an example of an individual intervention that could be utilized to improve your knowledge, skills/abilities, and attitude.
- Based upon this selected intervention, explain what the desired results are. Specifically, note what you hope to accomplish/attain after the intervention is implemented.
- Explain how your competency development/enhancement can improve your organization's culture.

#### **Video**

For this assignment, you will create a video, which should be five to seven minutes in length. The video must be hosted on YouTube (or some other online video-hosting site that your instructor can access for free). 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 video link, in a Word document, to the Week 5 Assignments page. Remember that you should include a reference list, which is scholarly, that supports the information/points provided in your video.

Website to link to [https://www.shrm.org/LearningAndCareer/competency-model/Documents/Full%20Competency%20Model%2011%202\\_10%201%202014.pdf](https://www.shrm.org/LearningAndCareer/competency-model/Documents/Full%20Competency%20Model%2011%202_10%201%202014.pdf)

#### **Option #2: Succession Planning**

Succession planning is an individual intervention that can be used to assist organizations in systematically preparing current employees to fill key organizational roles. Many researchers have noted that when more Baby Boomers retire, there will likely be a gap in workforce knowledge, thereby

impacting current generations a great deal. The importance of succession planning cannot be overemphasized.

For this Critical Thinking Assignment, you will be required to create a video, which includes the following:

- Your definition of succession planning.
- Statistics regarding succession planning (i.e., effectiveness, prevalence, etc.).
- Benefits and challenges of developing strong succession plans.
- An explanation of how succession plans can improve an organization's culture.

### **Video**

For this assignment, you will create a video, which should be five to seven minutes in length. The video must be hosted on YouTube (or some other online video-hosting site that your instructor can access for free). Since 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 video link, in a Word document, to the Week 5 Assignments page. Remember that you should include a reference list of scholarly sources that support the information/points provided in your video.

### **Mastery Exercise (10 points)**

## **Module 6**

### **Readings**

- Davey, L. (2019). Employees need us to prevent conflict, not just resolve it. *OD Practitioner*, 51(2), 66-67.
- Knowlton, P., & Kaplan, K. (2016). Teamtalk: Untying the knots of conflict (Part 1). *OD Practitioner*, 48(3), 76-79.
- Knowlton, P., & Kaplan, K. (2016). Teamtalk: Untying the knots of conflict (Part 2). *OD Practitioner*, 48(3), 76-79.
- Lippitt, M. (2019). Bridging executive team conflict. *OD Practitioner*, 51(1), 62-64.

### **Opening Exercise (0 points)**

### **Discussion (25 points)**

### **Mastery Exercise (10 points)**

### **Portfolio Milestone (100 points)**

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

### **Option #1: Organization Change**

Review the Portfolio Project options, assignment requirements, and rubric, which can be found in Module 8. Choose one of the two options. Write a three- to four-page paper that does the following:

- Identifies the selected option that you will be completing. Remind your instructor of your Portfolio Project choice.

- Provides details about your organization and explains how the information presented about your organization may impact the change effort.
- Provides details regarding the issue that is being addressed or needs to be changed. Explain your rationale about why this concern is important to acknowledge/correct.
- Explains what levels of the organization will be impacted by addressing this issue.

**Portfolio Project Milestones Information:**

Please note that all Portfolio Project Milestones are due at the end of the week that they are assigned. Therefore, this Portfolio Project Milestone is due at the end of Module 6. Late Portfolio Project Milestones will not be accepted. Please ensure that you submit your work in a timely manner.

**Option #2: Organization Change**

Review the Portfolio Project options, assignment requirements, and rubric, which can be found in Module 8. Choose one of the two options. Write a three- to four-page paper that does the following:

- Identifies the selected option that you will be completing. Remind your instructor of your Portfolio Project choice.
- Provides details about your organization and explains how the information presented about your organization may impact the change effort.
- Provides details regarding the unethical issue being addressed. Explain your rationale about why this concern is important to correct.
- Explains what levels of the organization were likely impacted by this unethical behavior.

**Portfolio Project Milestones Information:**

Please note that all Portfolio Project Milestones are due at the end of the week that they are assigned. Therefore, this Portfolio Project Milestone is due at the end of Module 6. Late Portfolio Project Milestones will not be accepted. Please ensure that you submit your work in a timely manner.

**Module 7**

**Readings**

- Beaudry, J. (2015). Design tools for social engagement in organizations. *OD Practitioner*, 47(3), 15-20.
- Cady, S. H., & Kim, J. H. (2017). What we can learn from evaluating OD interventions. *OD Practitioner*, 49(1), 50-55.
- Cheung-Judge, M. Y. (2017). Future of organizations and implications for OD practitioners. *OD Practitioner*, 49(1), 7-19.
- Kaplan, M. J. (2019). The imperative for adaptive organizations: Is self-management a viable model? *OD Practitioner*, 51(2), 63-65.
- Page, L., Boysen, S., & Arya, T. (2019). Creating a culture that thrives: Fostering respect, trust, and psychological safety in the workplace. *OD Practitioner*, 51(1), 28-35.
- Ritvo, R. A. (2016). Changing organizational culture in changing societies. *OD Practitioner*, 48(3), 70-71.

**Opening Exercise (0 points)**

**Discussion (25 points)**

## Mastery Exercise (10 points)

### Module 8

#### Readings

- Church, A. H., & Burke, W. W. (2018). Four trends shaping the future of organizations and organization development. *OD Practitioner*, 50(4), 48-56.
- Gilpin-Jackson, Y. (2017). Facilitating for transformation in our times. *OD Practitioner*, 49(4), 61-63.
- Goldberg, M. (2019). The rise and fall of OD—And two paths forward. *OD Practitioner*, 51(2), 14-20.
- Halladay, K., & Clay, S. (2018). HR's role in change management. *Workforce Solutions Review*, 9(2), 4-6.

#### Opening Exercise (0 points)

#### Discussion (25 points)

#### Mastery Exercise (10 points)

#### Portfolio Project (200 points)

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

#### **Option #1: Your Organization Change Recommendation**

For this final Portfolio Project, you will apply what you have learned throughout HRM460. Think about something that bothers, concerns, or needs to be improved in your current workplace. Based upon this information, please do the following:

- Provide a detailed overview of your organization (i.e., you must include information, in your own words, about your organization's mission, vision, values, and strategy).
- Explain information about your organization's industry and the projected forecast for your industry.
- Explain how the information presented about your organization may impact the change effort.
- Provide details about the organizational issue/area that needs improvement. Justify why you believe that the issue/area identified needs further attention.
- Explain what levels of the organization this issue impacts (e.g., micro, meso, or macro levels).
- Identify at least one OD model to utilize based upon your diagnosis. Explain the benefits of utilizing this model.
- Detail how addressing and correcting this issue may enhance employee satisfaction, motivation, etc.
- Provide an overview of how this issue should be addressed (listing steps and processes) and how this needed change will be communicated.
- Justify who should be involved in this change effort.

#### **Written Paper**

- Write a 12-page paper not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.

- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least five scholarly references, and you can include resources from this course.
- The CSU-Global Library is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
  - A scholarly or peer-reviewed journal article.
  - A government-based website or publication.
  - A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

### **Option #2: Your Organization Change Recommendation**

All organizations, regardless of industry, experience problems. Company issues and controversies, especially those that are made public, can influence a business's success and longevity, thereby impacting the future of the organization.

- Identify an organization that has experienced noteworthy issues in the past in regard to unethical behavior. Provide information, in your own words, about this organization including the following:
  - Vision/mission
  - Strategy
  - Product/service
  - Organizational structure
- Provide an explanation of what occurred in this organization, which was indicative of unethical behavior.
- Explain how the information presented about the selected organization's culture may impact the change effort.
- Explain what levels of the organization this issue impacts (e.g., micro, meso, or macro levels).
- Identify at least one OD model to utilize based upon the issue presented. Explain the benefits of utilizing this model.
- Detail how addressing and correcting this issue may enhance or improve employee satisfaction, motivation, retention, etc.
- Provide an overview of how this issue should be addressed (listing steps and processes) and how this needed change will be communicated.
- Justify who should be involved in this change effort.
- Explain how HR might have prevented this issue from occurring, if at all.

### **Written Paper**

- Write a 12-page paper not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.

- You must support your analysis with at least five scholarly references, and you can include resources from this course.
- The CSU-Global Library is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
  - A scholarly or peer-reviewed journal article.
  - A government-based website or publication.
  - A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

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## COURSE POLICIES

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Grading Scale	
A	95.0 - 100
A-	90.0 - 94.9
B+	86.7 - 89.9
B	83.3 - 86.6
B-	80.0 - 83.2
C+	75.0 - 79.9
C	70.0 - 74.9
D	60.0 - 69.9
F	59.9 or below

### Course Grading

20% Discussion Participation  
 0% Opening Exercises  
 8% Mastery Exercises  
 37% Critical Thinking Assignments  
 35% Final Portfolio Project

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## **IN-CLASSROOM POLICIES**

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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 /repurposing your own work (see CSU-Global Guide to Writing & APA 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 & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

### **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](mailto: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.