



Course Syllabus

Course Title: Organizational Development & Change **Term and Year:**

Course and Section Number: LDR 5063

Time and Place:

Number of Credit Hours: 3

Instructor:

Office Location/Hours:

Office Phone:

Email:

Course Description: This course prepares students to successfully implement change in organizations. Students will evaluate theories and strategies used to create change in organizations. Students will identify the need for change and recommend a plan for change management. This course will include topics such as the role of leadership, employee acceptance and ethical considerations.

Learning Outcomes: Upon completion of this course, the student should be able to:

1. Explain key concepts in the field of Organizational Development.
2. Differentiate between the various types of organizational development interventions for individuals and teams.
3. Diagnose organizational systems issues at the individual, group, inter-group, organization, and organization/environment levels of analysis.
4. Identify organizational situations that would benefit from organizational development interventions.
5. Recommend a change strategy for an organization.

Prerequisites: None

Required Text: This course utilizes OER (Open Educational Resources) materials at no cost to learners. All required reading is available in the online course room.

Course Requirements: Students will need access to MS Word and MS PowerPoint for the course. You will also need access to a working webcam and microphone.

Attendance/Participation: All students are expected to log in to their courses regularly throughout the week to receive instruction, materials, and updates from the instructor. It is your responsibility to check in and submit your assignments, complete your discussion board postings, and finish quizzes and exams by the due dates.

If you do not participate in the course, you will be counted absent. Simply logging in is not enough; you must submit/complete an assignment, post to a discussion board, or other similar assignment tasks to avoid being counted absent. Instructors are required to submit attendance the Monday following each week of class.

This attendance is reported to the Financial Aid Department and may result in the loss of any financial aid refund you are expecting if you have not been participating in your courses. **In addition, you will be administratively dropped from the course if you are reported absent a total of three weeks.**

Attendance for class is required unless excused by the instructor.

Grading/Evaluation:

Grading will be based on discussion forum entries, homework assignments, and the final project. Please see the written assignment instructions and discussion forum instructions found in the course information page for expectations. A point breakdown is provided below.

Discussion Forums (8, 50 points each).....	400 points
Weekly Assignments (8, 50 points each).....	400 points
Two-Part Series Assignments (2, 150 points each).....	300 points
Final Project (1, 300 points each).....	300 points
Total Points.....	1400 points

Note: Initial discussion forum posts are due on Fridays at 11:59PM EST. Two discussion forum replies and other assignments are due on Sundays at 11:59PM EST. Assignments for the final week of class will be due on Saturday at 11:59PM EST. The professor may request a copy of the written discussion that was used in the event an audio initial discussion response was uploaded. This may be considered as part of the grade.

Trine Graduate Grading Scale:

Grade	Percentage	Quality Points	Meaning of Grade
A	93-100	4.0	Excellent
B+	86-92	3.5	Very Good
B	81-85	3.0	Good
C+	75-80	2.5	Above Average
C	70-74	2.0	Average (lowest passing grade)
F	00-69	0.0	Failure
I	Incomplete	Not figured into GPA	
IP	In Progress (grade deferred)	Not figured into GPA	
W	Withdrawal	Withdrawal before completion of 80% of semester	
WP	Withdrawal	Withdrawal after completion of 80% of semester issued only under special circumstances and with approval of the department chair/director	

Late policy:

Late work will not be accepted.

Other Policies:**Artificial Intelligence Policy:** (Pick one below)

Artificial Intelligence (AI) is prohibited: All work submitted by students in this course must be generated by the student. Students may not have another person or entity contribute to an assignment for them, which includes using AI. Students may not incorporate any part of an AI-generated response in an assignment, use AI to formulate arguments, use AI to generate ideas for an assignment, or submit work to an AI platform for improvement. Using an AI tool to generate content may qualify as academic misconduct in this course.

OR

Artificial Intelligence (AI) is allowed: Students may use AI tools on instructor-identified assignments in this course. To adhere to our scholarly values, students must cite any AI-generated material that informed their work. Using an AI tool without proper attribution may qualify as academic misconduct in this course. It is the responsibility of the student to verify the accuracy, reliability, and ethical implications of AI-generated content.

Academic Misconduct:

The University prohibits all forms of academic misconduct. Academic misconduct refers to dishonesty in examinations (cheating), presenting the ideas or the writing of someone else as one's own (plagiarism) or knowingly furnishing false information to the University by forgery, alteration, or misuse of University documents, records, or identification. Academic dishonesty includes, but is not limited to, the following examples: permitting another student to plagiarize or cheat from one's own work, submitting an academic exercise (written work, printing, design, computer program) that has been prepared totally or in part by another, acquiring improper knowledge of the contents of an exam, using unauthorized material during an exam, submitting the same paper in two different courses without knowledge and consent of professors, or submitting a forged grade change slip or computer tampering. The faculty member has the authority to grant a failing grade in cases of academic misconduct as well as referring the case to Student Life.

Plagiarism:

You are expected to submit your own work and to identify any portion of work that has been borrowed from others in any form. An ignorant act of plagiarism on final versions and minor projects, such as attributing or citing inadequately, will be considered a failure to master an essential course skill and will result in an F for that assignment. A deliberate act of plagiarism, such as having someone else do your work, or submitting someone else's work as your own (e.g., from the Internet, fraternity file, etc., including homework and in-class exercises), will at least result in an F for that assignment and could result in an F for the course.

Electronic Devices:

Use of electronic devices including smart watches and cell phones is prohibited during exams or quizzes unless directly allowed by the instructor.

References

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TRINEONLINE

Course Mapping

LDR 5063 Organizational Development and Change

Course Description: This course prepares students to successfully implement change in organizations. Students will evaluate theories and strategies used to create change in organizations. Students will identify the need for change and recommend a plan for change management. This course will include topics such as the role of leadership, employee acceptance and ethical considerations.

Learning Outcomes:

6. Explain key concepts in the field of Organizational Development.
7. Differentiate between the various types of organizational development interventions for individuals and teams.
8. Diagnose organizational systems issues at the individual, group, inter-group, organization, and organization/environment levels of analysis.
9. Identify organizational situations that would benefit from organizational development interventions.
10. Recommend a change strategy for an organization.

Week One: Flexible Leadership and Remote Work (LO1, LO2, LO4)	
Learning Activities and Materials	Assessments
Read: <ul style="list-style-type: none"> - Chapter 1: The Strategic Leader's New Mandate (~7 pages) (LO1) (LO2) - Chapter 2 Back to the Future: How Remote Work Works (13 pages) (LO4) Watch: <ul style="list-style-type: none"> - Why Working from Home is Good for Business (4:27) (LO4) - Is Remote Work Better Than Being in the Office? It's Complicated (7:25) (LO4) - 4 Ways to Make Hybrid Work Better for Everyone (4:12) (LO4) 	Introductions: Please take a moment to tell us a little bit about yourself. What brings you to Trine? Do you have any hobbies? Do you have any big plans for your education once you are done with it? Discussion: <ol style="list-style-type: none"> 1. What are your thoughts on ambidextrous leadership as discussed in Chapter 1? What are your thoughts on remote work? How might leaders use ambidextrous abilities in the remote work environment? Explain. (LO1) (LO2) (LO4) 2. Form teams of no more than 3 people. Exchange contact information and/or Zoom meeting links. You are welcome to use other

	<p>versions of software for meetings as well.</p> <p>Assignment: Using APA formatting, write a five to seven page paper explaining the benefits and limitations of working remotely. Explain how leaders might use remote work to change the way they operate. How might a company effect changes in the short-term and long-term productivity? Include an example of a company who uses remote work and explain how they implemented remote work into their operations. (LO1) (LO2) (LO4)</p>
Week Two: Capacity for Change, Including Wisdom (LO1, LO2, LO3, LO4, LO5)	
Learning Activities and Materials	Assessments
<p>Read:</p> <ul style="list-style-type: none"> - Chapter 2: What is Organizational Capacity for Change? (~13 pages) (LO1) (LO3) (LO4) - Chapter 2: Organizational and Managerial Wisdom (~15 pages) (LO1) (LO3) (LO5) <p>Watch:</p> <ul style="list-style-type: none"> - 5 steps to fix any problem at work (11:52) (LO3) (LO4) (LO5) - Confessions of a recovering micromanager (11:58) (LO1) (LO2) <p>Listen:</p> <ul style="list-style-type: none"> - Building Capacity for Change (Podcast; 32:43) (LO2) (LO3) (LO4) 	<p>Discussion: It can be the case that organizations train their focus on the short term as it relates to their ability to make changes. How might a company find ways to avoid being reactive to changes they face? Use one of the eight methods discussed, along with an example from a company you have either worked for, or perhaps something you saw in the news, or maybe even a company website, to answer this. Include a discussion on wisdom within the organization as well. (LO1) (LO2) (LO3) (LO4) (LO5)</p> <p>Individual Assignment: Using APA formatting, write a five to seven page paper discussing the eight dimensions on the capacity for change. Include a discussion on wisdom and micromanagement in the paper as well as it relates to change. Make sure to include examples of a company you have either worked for, or something you see a company doing, as it relates to these topics. What kind of change was it? Do you see any opportunities for improvement with future changes? You might find it helpful to look to the news or a company website for this. (LO1) (LO2) (LO3) (LO4) (LO5)</p> <p>Group Assignment 1: Choose a company where you can find a lot of publicly available information. Usually a company that is publicly-traded is a good choice as there will be a fairly good amount of information that has</p>

Commented [SP1]: Added podcast to week 2. Included it in the references section as well.

	<p>been made available. You will use this company for the two group papers that will be written. Write a six page paper in APA formatting explaining who the company is and if they had previously implemented a work from home policy where employees worked remotely for some portion of time. Explain how the organization implemented the change. As far as you can tell, how did it affect the business and in what ways? Discuss the capacity of the organization for the change, and whether or not the leaders of the company were allowing the change to remain permanent or hybrid in some fashion. Did the employers mention a time where everyone was required to come back to work and the remote portion of the work week over? If so, how did the employees take it? Make sure to include a discussion from the chapter readings from weeks one, two, and three. Due in week 3. (LO1) (LO2) (LO3) (LO4) (LO5)</p>
Week Three: Training and Development (LO1, LO2, LO3, LO4)	
Learning Activities and Materials	Assessments
<p>Read:</p> <ul style="list-style-type: none"> - Chapter 3: Training and Development (~20 pages) (LO1) (LO2) <p>Watch:</p> <ul style="list-style-type: none"> - How To Coach (by asking questions) (6:36) (LO2) - Technology can't fix inequality – but training and opportunities could (10:31) (LO2) - Designing and Facilitating Training (LO3) (LO4) <p>Optional:</p> <ul style="list-style-type: none"> - Learning and Development Podcast (many episodes) (LO1) (LO2) (LO3) (LO4) 	<p>Discussion:</p> <p>Organizations, as they develop, find themselves needing people to train others. However, part of the training for the long term of an organization involves mentoring. Some are better at it than others, and some may not be interested in it. What are your thoughts on training and mentoring people within an organization? Make sure to use an example from either a company you have worked for or another business that has information about it on their website. (LO1) (LO2) (LO3) (LO4)</p> <p>Assignment:</p> <p>Make a one page, in-depth, training flier to market a training session that would attract participants to the training. Make sure it is inspired by some of the topics from Chapter 3 as it relates to your own organization and their training efforts and what type of training it is or perhaps that of another organization you have worked for in the past. Explain whether it happens to be virtual or face-to-face, or some combination of the two. (LO1) (LO2) (LO3) (LO4)</p>
Week Four: Individual Differences and Workplace Changes (LO3,	

Commented [SP2]: Added two videos (2nd and 3rd). Podcast series was added in the optional section. Updated references section.

Commented [SP3]: This was changed to reflect the training flier idea.

LO4, LO5)	
Learning Activities and Materials	Assessments
<p>Read:</p> <ul style="list-style-type: none"> - Chapter 4: Understanding People at Work: Individual Differences and Perception (~40 pages) (LO3) (LO4) (LO5) <p>Optional:</p> <ul style="list-style-type: none"> - Bridging Generational Differences in the Workplace (37:10) (LO3) - How Great Leaders Innovate Responsibly (12:20) (LO3) (LO4) (LO5) 	<p>Discussion:</p> <p>As mentioned in the chapter readings, it can sometimes be the case that technical aspects of running a business, such as mathematics and finance, turn out to be the easier parts to learn. It is managing people that can be the true challenge. What are your thoughts on this? Pick a company you have not talked about yet and explain how they handle it. You may have to research this to figure it out, and you may find it on the company website and maybe even a news article but share with us what you found and what your thoughts are. (LO3) (LO4) (LO5)</p> <p>Assignment:</p> <p>Create a five-minute presentation in Panopto using PowerPoint where you discuss steps on how to work with people who have diverse opinions at work. There should be several steps that you include as part of the presentation and include what these are and why they are chosen. Make sure to use the concepts in the chapter reading in the textbook here as well. (LO3) (LO4) (LO5)</p> <p>Group Assignment 2:</p> <p>Using the company chosen for the first group assignment, choose topics from the weekly readings from weeks four through six and discuss them as they relate to the company. You may find it helpful to build on some of the topics from the discussions. As you are putting together the paper, consider how the company handled the various facets you are reading about. How might they handle them differently in the future? This assignment is designed to give you the flexibility to pick from a number of topics the group feels are relevant. If you find that some of the concepts from the first part of class are still relevant and would like to revisit some of it, this is fine. Just make sure to include most of the emphasis from weeks four through six. The paper should be in APA format and be approximately six to eight pages in length. (LO1) (LO2) (LO3) (LO4) (LO5)</p>

Commented [SP4]: Added two optional videos and referenced.

Commented [SP5]: This was changed to the presentation on working with people that have diverse opinions.

	Due in week 6
Week Five: Managing Workplace Stress and Emotions (LO2, LO3, LO4, LO5)	
Learning Activities and Materials	Assessments
Read: <ul style="list-style-type: none"> - Chapter 5: Managing Stress and Emotions (~44 pages) (LO2) (LO3) (LO4) (LO5) Watch: <ul style="list-style-type: none"> - The Cost Of Work Stress -- And How To Reduce It (10:28) (LO4) (LO5) Optional: <ul style="list-style-type: none"> - 3 Rules for Better Work-Life Balance (5:07) (LO2) (LO3) - The Essentials: Dealing with Stress (32:52) (LO2) (LO3) (LO4) (LO5) - Anxiety At Work: Reduce Stress, Uncertainty & Boost Mental Health Podcast (many episodes) (LO2) (LO3) (LO4) (LO5) 	Discussion: Choose one of the following: When a person loses their job, or watches someone else lose theirs, it can be stressful. Have you ever been part of a downsizing at work, know someone who has, or have you ever had to fire someone? While this is particularly difficult to discuss, there is an emotional component to it, especially if other people have to step in temporarily or over a longer term to complete the tasks once done by the person or people who were let go. Share with us how the organization as a whole handled it, including any workplace stressors that may have been a part of it. (LO2) (LO3) (LO4) (LO5) Does your workplace have any services that they offer to handle managing stress? What impact(s), if any, do you think this has on the workplace? In what ways do you think the implementation of the service(s) were helpful? (LO2) (LO3) (LO4) (LO5) Has your workplace experienced a large increase in demand for a product or service that you offer? Was there a large amount of hiring that happened as part of this? How did the company handle the implementation of such a sudden surge of employees? What sort of emotions do you think you observed as part of it, and how did those emotions affect other employees and their performance? (LO2) (LO3) (LO4) (LO5) Do you think your employer, or one that you have worked for in the past, will experience a sudden drop in the demand for their services? How did the company handle it if it has already happened, or how do you think they will handle it if it does? Did they implement any policies

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	<p>that you were aware of, or if not should they have implemented some. If they should have, or if they should have done it differently, how would you have recommended that they do it? Describe how the emotions that employees have/had affected the workplace. (LO2) (LO3) (LO4) (LO5)</p> <p>Assignment:</p> <p>Write a five to seven page paper using APA formatting where you explain how a company may have found themselves dealing with a scenario where they either have to do a lot of hiring due to an increase in demand for their products or services, or a lot of cutting back on staff as the result of a decrease in demand in products or services. How did the company handle the management of stress? In the discussion, include topics from Chapter 5. How might they find ways for improvement in the event there is a similar situation in the future? (LO2) (LO3) (LO4) (LO5)</p>
Week Six: Managing Teams (LO1, LO2, LO3)	
Learning Activities and Materials	Assessments
<p>Read:</p> <ul style="list-style-type: none"> - Chapter 6: Managing Groups and Teams (~44 pages) (LO1) (LO2) (LO3) <p>Optional:</p> <ul style="list-style-type: none"> - 3 Ways to Measure Your Adaptability -- And How to Improve It (6:21) (LO2) - Are you an ideal team player? (14:41) (LO1) 	<p>Discussion:</p> <p>Pick one of the discussions below:</p> <p>Let's revisit remote work. Have you, or any of your employees, moved to either a remote or hybrid schedule? How did the implementation of the schedule go? Was it successful? Were there some learning moments where it was realized that some of the changes needed to be revisited as part of moving to the remote workplace environment? How engaged were the employees with their tasks as compared to before the move happened? (LO1) (LO2) (LO3)</p> <p>Briefly explain a time when you managed a group project, or participated in a group project at work, where there were multiple people working together. Were there teams broken down within the group handling different tasks? How did it go? Explain, from a leadership standpoint, how the process of</p>

Commented [SP7]: Videos added and referenced.

	<p>keeping everyone on task went? Were there due dates for the project at various points? Were they missed, or were there any instances where the work was done sooner? Explain. (LO1) (LO2) (LO3)</p> <p>Pick a few topics from the chapter readings and share some thoughts on it. Explain how you may have experienced these concepts in your own professional experience. (LO1) (LO2) (LO3)</p> <p>Assignment: Create a five-minute presentation in Panopto using PowerPoint where you discuss ways to effectively work in a group. Maybe discuss a time when you have been placed in a leadership position where you were responsible for a group project. Include a discussion of the various concepts discussed in the chapter as they relate to your experience at work. Were there any similarities or differences? Include a discussion on the stages of group development. If you have not been put into a position of leadership yet, explain how you would approach these areas and what you might expect to happen. (LO1) (LO2) (LO3)</p> <p>Final Project Assigned: Write a 10 to 15 page paper in APA formatting where you address each of the chapters covered throughout the class as it relates to making a change in strategy for an organization. It can be your own, or it can be an organization you are familiar with, or it can be one you have studied throughout the course. Make sure to include a discussion of how the key concepts you have discussed throughout the term are relevant to the strategy you are proposing. Make sure to include the different development interventions you have read about as they relate to individuals and teams and how these</p>
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Commented [SP8]: This was updated with a video presentation.

	<p>would be implemented. A discussion of training and development may be helpful here as part of this. Discuss these issues from the viewpoint of different levels within the organization, such as individual, group, inter-group, and how these areas affect the organization. This will likely mean additional research using scholarly journal articles and potentially anecdotal evidence gained from news articles. You can even include how other CEOs have attempted to do things that are similar to what you are recommending and any levels of success they have had. You may even find it helpful to discuss any pitfalls they experienced along the way and how they may be avoided in the future. Due in week 8. (LO1) (LO2) (LO3) (LO4) (LO5)</p>
Week Seven: Leadership Styles and Approaches (LO1, LO2, LO3)	
Learning Activities and Materials	Assessments
<p>Read:</p> <ul style="list-style-type: none"> - Chapter 7: Leading People Within Organizations (~46 pages) (LO1) (LO2) (LO3) <p>Listen:</p> <ul style="list-style-type: none"> - The Secret to Making Difficult Decisions (20:01) (LO1) (LO2) (LO3) <p>Optional:</p> <ul style="list-style-type: none"> - How to Delegate (47:11) (LO1) (LO2) (LO3) - HBR On Leadership Podcast (many episodes) (LO1) (LO2) (LO3) 	<p>Discussion:</p> <p>This week we cover four leadership styles. In addition to this, Theory X and Theory Y are also discussed. Which style of the four leadership styles do you think you align with most and why? How about Theory X or Theory Y? Which of these would you more closely align with and why? (LO1) (LO2) (LO3)</p> <p>Assignment:</p> <p>Write a three to five page paper using APA formatting where you pick a company you have not discussed yet where you can find a fairly good amount of information about the Chief Executive Officer (CEO). Explain what type of leader you think this person is as it relates to the leadership styles and why. Given what you can find, do you think this person exhibits more traits that could be consistent with Theory X or Theory Y? Explain what leads you to think this. Finally, using what you have explained so far, how</p>

Commented [SP9]: Podcasts added and referenced.

	successful do you think the company is? How much has this CEO influenced the company? (LO1) (LO2) (LO3)
Week Eight: Customer and Organizational Service (LO1, LO2, LO3, LO4, LO5)	
Learning Activities and Materials	Assessments
Read: <ul style="list-style-type: none"> - Chapter 9: Organizational Culture (~46 pages) (LO1) (LO2) (LO3) (LO4) (LO5) Optional: <ul style="list-style-type: none"> - What Are The 4 Types of Organizational Culture? (10:24) (LO2) (LO4) - The SERVICE in Customer Service (4:42) (LO1) - Popsicle Moments: Finding A New Flavor of Customer Service (15:03) (LO1) 	Discussion: This week we studied service culture. Take some time and explain what the service culture is and how it is implemented. Use an example from a company of your choosing and how to implement high levels of quality as it relates to the customer and the organization. Explain any gaps you see that might be an opportunity to recommend changes to be implemented. (LO1) (LO2) (LO3) (LO4) (LO5) Assignment: This is a two-part assignment where you write a three to five page paper using APA formatting. The first part will be where you reflect on three things you learned and/or enjoyed in the course, two things you found challenging, and one thing you would like to learn more about. These items can include the same topics if you happen to have one challenging thing you learned from and enjoyed, as an example. For the second part, include a topic or two from chapter nine and describe how a company of your choosing could benefit from enhanced customer service. Recommend specific changes you see that could be helpful. (LO1) (LO2) (LO3) (LO4) (LO5)

Commented [SP10]: New videos added and referenced.

Commented [SP11]: I incorporated the reflection component here, but it also has to include materials from the readings from the week as well in order to assess the SLOs for the week.

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Commented [SP12]: This is the entire series that was referred to in week 3.

Commented [SP13]: The actual reference included an 'G' for the first name, likely cultural in nature, so it was included here.

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