SYLLABUS

MGMT 413: Organizational Development and Management Consulting
Spring 2012: January 25th to May 3rd 2012
Wednesdays: 7:20 PM to 10:00 PM
Class Location: BL 129

Instructor: Uzma S. Burki
E-mail: uburki@gmu.edu
Office hours: Wednesdays by appointment
Phone: 703-993-4164
Office: 206 Enterprise Hall

Required Instructional Material:
3. 15493 ORGAN DEV.&MGMT DEVELOP. >CUSTOM

Recommended Book:
Journal articles and readings will be assigned and provided as needed. Supplemental readings will be posted on Blackboard as assigned.

Course Website Address: Blackboard 9.1 (this is where I will post the materials and assignments related to this course).
**Course Description:**
This course is designed to expand students' understanding of organizational development theory and ground them in the methods of organizational consulting. The course will address organizational processes and dynamics (within the client system and within the consulting process) and how to help organizations develop the capacity to manage change and initiate improvements.

This course will have a strong experiential component and will also focus on developing critical thinking skills in the context of organizational consulting. All students will have the opportunity to learn about organizational change through class lectures and assigned readings and will participate in classroom exercises to enhance the learning process. All students will be invited to learn about organization development and consulting by, among other things, analyzing and responding to case studies (individually and in teams), engaging in organization development exercises, completing mock consulting assignments, and conducting interviews for the purpose of data collection.

**Course Learning Objectives:** Students will:
1. Describe the human performance technology and its application to organizational systems to drive improved performance.
2. Describe and analyze the organizational design diagnostic process.
3. Analyze OD’s evolution and its future state.
4. Identify the similarities and differences between human performance and OD consultants.
5. Describe organizational culture and integration issues between organizations and the cultures.
6. Identify the types of organizational change.
7. Explain the characteristics of an authentic consultant.
8. Define the stages of the consulting process.
9. Identify the critical steps of managing a client in a consulting meeting.
10. Describe the approaches to change and their application to the organizational DNA
11. Describe the different models of change and analyze each model's advantages and disadvantages
12. Explain and list the key competencies and roles of change agents
13. Describe the reasons behind resistance to change
14. Apply Kotter’s 8 Step Model of Change to a business case study where the student will analyze data, diagnose, and recommend an intervention.
15. Navigating the organization through managing organizational behaviour and building commitment to change.
Student Responsibilities

This course relies heavily on participative and experiential learning combined with theory and conceptual inputs. The requirements therefore reflect some of the demands of the process of the course. Students will be expected to respect the following policies:

1. Attend all sessions of the course in their entirety unless the student faces a personal emergency. Personal emergency consist of personal illness, sickness of a close family member to whom one is responsible, death in the family, or their equivalent. Students who experience personal emergencies that require them to miss class sessions are expected to contact the instructor in advance.

2. Come to the class on time. If you are not on time, you will be excused the first time but the second time around you will not get credit for attendance.

3. Prepare required reading and other assignments when due. A grading penalty of 10% per day will be applied to late submissions.

4. Participation in group/class and blackboard based activities. Participation is expected and is an essential part of this class.

5. Plagiarism, cheating, lying or any other form of academic dishonesty will be referred to the Honor Code Committee of GMU. When an infraction has occurred, the Honor Code Committee typically defers to the instructor regarding sanctions or punishment. In most circumstances, the instructor for this course will recommend a combination of failure for the course and documentation on the students’ transcript. (See Honor Code section below)

6. No tape recording of lectures/class is allowed unless there are extraordinary circumstances and the instructor gives permission.

7. Cell phones, pagers, and other electronic devices will remain off during all class sessions.

8. No use of laptops in the class unless required because of a disability accommodation.

9. All assignments and papers are due at the beginning of class on the date in which they are due. All assignments are due in hard copy form.
EVALUATION

Mid-Term Exam: 35%
Final Exam: 35%
Blackboard Assignments: 20%
Class Participation + Attendance: 10%

Participation: Your participation will compose 10% of your grade, and will be based on class attendance, active participation in classroom discussions/activities.

Blackboard Case Study Assignments: Because classroom logistics make it difficult for small group discussions of material in the text or assigned by the instructor, we will use the Blackboard discussion area for case study analysis which will be submitted by the students. Students will be assigned to small groups and assigned questions. Questions will be posted in the Blackboard Discussion area and students will respond to questions there. This will comprise 20% of the grade.

Mid-Term Exam: The mid-term exam will compose 35% of your grade. This will be a short answer exam. Students will demonstrate not only their comprehension of material, but their ability to apply it to analyze, synthesize, and evaluate organizational data.

Final Exam: The final exam will either be a short answer exam or a case study analysis and will compose 35% of your grade. It will cover material from the entire course. If it is the latter then you will be asked to analyze and respond to the questions associated with the case. This is an individual work product and classmate collaboration is not allowed on this exam.

Grading Criteria: To get an A in this course is not easy. You must demonstrate through your contributions to the blackboard assignments/mid-term/final exam/class participation by adhering to the following criteria:

1. Analysis: Your answers to the questions should not be a regurgitation of the material learnt from the readings or class lectures but be well analyzed and offer sound, comprehensive syntheses of the situation being analyzed. You must support every point with at least one example from your primary sources. You should successfully integrate quoted material into your sentences well. Your analysis should be fresh and exciting, posing new ways to think of the material.

2. Style: Your sentence structure, grammar, spelling, and citations should be excellent. You have NO run-on sentences or comma splices. Your writing style must be lively, active, and interesting. You use active verbs, and do not use the passive voice. You are not wordy or redundant.

3. Originality: Your arguments must show a great deal of independent insight and originality.
4. Participation: You should engage others in your group online discussions by offering rebuttals to their posts which are well thought through and helps to enrich the online or in class discussion. If you are contributing to the online discussion or class participation post for the sake of providing a rebuttal without any thoughtful analysis, your contribution will not earn any credit.

Grades in Percents:

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<thead>
<tr>
<th>Grade</th>
<th>Percentage Range</th>
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<tbody>
<tr>
<td>A+</td>
<td>97 to 100</td>
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<td>A</td>
<td>94 to 96</td>
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<td>A-</td>
<td>90 to 93</td>
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<td>B+</td>
<td>87 to 89</td>
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<td>B</td>
<td>84 to 86</td>
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<td>B-</td>
<td>80 to 83</td>
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<td>C+</td>
<td>77 to 79</td>
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<td>C</td>
<td>70 to 76</td>
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<td>D</td>
<td>60 to 69</td>
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<td>F</td>
<td>Below 60</td>
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Honor Code
You probably are already familiar with this, but I expect you to know and follow the GMU honor code. (http://www.gmu.edu/facstaff/handbook/aD.html). Specifically, I expect that:

A. You will complete original work for this class. Research is important and you must cite all your sources for all papers and presentations in this course. You may not paraphrase or quote without proper reference. You may not use materials prepared for other courses. You may not use material prepared by other students in the same or other sections of this course, past or present. You can feel free to ask your instructor if you are unsure what constitutes original work and what constitutes plagiarism.

B. To insure originality of work, develop student writing skills, and teach students more about plagiarism, the collaborative learning environment at www.turnitin.com will be used in this class. Students are expected to create a user profile and submit their assignments to turnitin.com prior to submitting their assignments to the professor.

Special Accommodations
If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Services (ODS) at 703-993-2474. All academic accommodations must be arranged through the ODS.

Emergency Alerts
Students can sign up for the Mason Alert system to provide emergency information of various sorts at https://alert.gmu.edu.

An emergency poster exists in each classroom explaining what to do in the event of crises and that further information about emergency procedures exists on http://www.gmu.edu/service/cert.

Proposed Course Schedule
This schedule is tentative. Changes to the schedule will be announced in class.

<table>
<thead>
<tr>
<th>Lectures</th>
<th>Topics</th>
<th>Assigned Readings</th>
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</thead>
<tbody>
<tr>
<td>Lecture # 1</td>
<td>HPT</td>
<td>Chapters 1, 2, 3 &amp; 6 Reader MGMT 413 15493: Organizational Development Management Consulting.</td>
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</tbody>
</table>
| Wednesday, Jan 25, 2012   | 1. What is Human Performance Technology (HPT)?  
                            | 2. The Origins and the Evolution of the Field.  
                            | 3. Organizational Transformation through HPT.  
                            | 4. Planning and Managing HPT Projects         |                                                                                           |
| Wednesday, Feb 1, 2012    | 1. OD Historical Roots:  
                            | a. What is OD? Where did it come from?  
                            | b. Evolution  
                            | c. Theory vs. Practice  
                            | 2. OD Then and Now.  
                            |                                                                                           |
| Wednesday, Feb 8, 2012    | 1. OD as Process of Change  
                            | 2. Understanding Organizations: A Diagnostic Process  
                            | 3. Organizational Performance and Change  
                            | 4. New Dimensions of OD                     |                                                                                           |
| Wednesday, Feb 15, 2012   | 1. Role of OD Consultant  
                            | 2. Defining the Client  
                            | 3. Consulting Process, Phases and            |                                                                                           |
| Tasks | Lecture # 5  
Wednesday,  
Feb 22, 2012 |
|---|---|
| 4. Does OD Work? | CULTURE  
1. Introduction to Culture  
2. Meaning of Culture  
3. Corporate Cultures  
4. Organization Structure and the Cultural Integration |
| OD & CULTURE  
1. Why and what changes in organizations?  
2. Planning and Managing Change  
3. Dynamics of Politics in Organizational Change | An Introduction to Culture, Reader MGMT 413 15493: Organizational Development Management Consulting.  
National Cultures and Corporate Cultures, Reader MGMT 413 15493: Organizational Development Management Consulting.  
Reconciling Cultural Dilemmas, Reader MGMT 413 15493: Organizational Development Management Consulting. |
| Lecture # 6  
Wednesday,  
Feb 29, 2012 | OD & CULTURE  
1. Why and what changes in organizations?  
2. Planning and Managing Change  
Chapter 7 Reader MGMT 413 15493: Organizational Development Management Consulting. |
| Wednesday,  
Mar 7, 2012 | MID-TERM EXAM |
| Mar 12-18th  
2012 | SPRING BREAK |
| Lecture # 7  
Wednesday,  
Mar 21, 2012 | CHANGE MANAGEMENT  
1. Models of Change  
2. Transforming Organizations: Why Firms Fail  
| Lecture # 8  
Wednesday,  
Mar 28, 2012 | CHANGE MANAGEMENT  
1. Change Stories and its |
| |  
1. Change Stories and its  
2. Transforming Organizations: Why Firms Fail  
3. Successful Change and the Force that Drives It | Chapters 1 & 6 (Managing Organizational Change by Ian Palmer, Richard Dunford and Glib Akin) |
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<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Mar 28, 2012</td>
<td>Management</td>
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<td></td>
<td>2. Resistance to Change</td>
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<td>Lecture # 9</td>
<td>CHANGE MANAGEMENT</td>
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<td>Wednesday, Apr 4, 2012</td>
<td>1. Change Model Application</td>
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<td>Lecture # 10</td>
<td>CHANGE MANAGEMENT</td>
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<tr>
<td>Wednesday, Apr 11, 2012</td>
<td>1. Change Model Application</td>
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<td></td>
<td>a. Kotter Steps: 3-4</td>
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<td>Lecture # 11</td>
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<td>Wednesday, Apr 18, 2012</td>
<td>1. Change Model Application</td>
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<td>a. Kotter Steps: 5-6</td>
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<td>Lecture # 12</td>
<td>CHANGE MANAGEMENT</td>
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<tr>
<td>Wednesday, Apr 25, 2012</td>
<td>1. Change Model Application</td>
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<tr>
<td></td>
<td>a. Kotter Steps: 7-8</td>
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<tr>
<td>Lecture # 13</td>
<td>CHANGE MANAGEMENT</td>
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<tr>
<td>Wednesday, May 2, 2012</td>
<td>1. Implications for the Twenty-First Century</td>
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Last Day of Classes May 5, 2012

Reading Days Monday: May 7-8, 2012

Exam May 9, 2012