HRD 303/PSYCH 319c:
Organization Development
Human Resources Design Program
Claremont Graduate University
Spring, 2008, Module I
Saturday, 9:00am-12:00pm

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Course Description

Organizational Development (OD) is a conscious, planned process of developing an organization’s capabilities so that it can attain and sustain an optimum level of performance as measured by efficiency, effectiveness, and health. Through the process of OD, we attempt to bring about successful change efforts in individual employees, groups and teams, inter-groups, and organizations as well. At any of these levels, when we use the process of OD we are essentially asking:

- Where are we?
- Where do we want to be?
- How do we get from where we are to where we want to be?

To achieve a competitive advantage in a global marketplace, contemporary organizations are in a continuous state of change. Within such a complex system as an organization, change has a rippling effect. For instance, technological innovation is not limited to hardware and software. It has an impact, sometimes quite dramatic, economically, politically, socially, legally, organizationally, and even personally. Given the magnitude of change taking place at the beginning of the 21st century, it is important for HR, OB, and Evaluation professionals to examine the theories and models, and methods and processes related to organizational change. In this course, we will focus on those methods, models, and processes specifically related to diagnosing and planning for organizational change.

This is the first of two courses in CGU’s HRD and OB/Evaluation Master’s program that deals with OD. (The second course is HRD 320, Planned Change Management.) In this course, you will be introduced to Organizational Development, its history and the theoretical models of change upon which the OD process is based. After this introduction, we will then explore the initial stages involved in OD – pre-launch, entry and start-up; diagnosis, assessment, and feedback; and action planning. We will also discuss the specific competencies needed by OD professionals, and the values and ethics that should guide its practice. This course is specifically designed to provide you with the basic theoretical and competency base in OD you will need to be able to assist with and facilitate positive, planned change efforts within the organizations in which you work.

Texts and readings

“Best practice” case readings. (Student packet)
Case reading for the Team Diagnostic Scan assignment.

Course Requirements

Course evaluation will be based on a number of different elements described briefly below.

- **Best Practice Cases One-Page Summaries** – Three “best practice” cases have been assigned for reading throughout the module. These cases provide actual examples of successful OD change efforts. For each case, you will be required to turn in a one-page, typed summary of your responses to the following questions:

  ✓ What practices in the case would be helpful to apply in your organization?
  ✓ How might you modify the practices in the case to better suit your organization?
  ✓ What did you learn overall from the case?
  [Note: If you are not currently working, you may either refer to a former organization you worked for, or the “ideal” organization you would like to work for.]

- **Personal OD Competency/Values Profile and Development Plan** - In this paper, you will be evaluating your own OD competency base and carving out action plans for further personal development. You will also explore and share your own set of core values and assumptions that will guide you as an OD professional. More details on this assignment are attached at the end of this syllabus.

- **Team Case Diagnostic Scan Presentation** - Students will work on a team (3 members is optimal) to complete a diagnostic scan of a problem or issue of concern in a case. Two potential cases will be posted on our class webpage (website address passed out in class). Student teams will work together to analyze the case, and prepare a presentation that includes the following elements:

  ✓ Describe the *preliminary problems or issues of concern* your team identified in the case.
  [Note – Consider “what is” and “what should be.” Gaps between those two indicate a potential problem or issue of concern.]
  ✓ Specify the *preliminary root causes* for each identified problem or issue of concern.
  ✓ Describe your team’s *assessment and feedback plan* to confirm your diagnosis. Your plan should include a description of the diagnostic model and methods your team will use in conducting the diagnosis.
  ✓ Anticipate any *negative consequences* that you foresee resulting from assessment and feedback plan. Then, describe what steps can be taken to avert these negative consequences.
  ⇒ List the *OD Best Practices* your team would follow if you were hired on as consultants on this case. These best practices will have emerged from the previous best practice case summaries and discussions in class, but can also come from other assigned course readings, outside readings, and/or students’ own organizational experiences as well. Each team will only need to turn in one paper.

- **Class Participation and Contribution** - Class participation includes active participation in a series of in-class activities and case discussions. In addition, participants should read weekly
assigned readings before each class, thoughtfully process the information, and be ready to contribute to class discussion. Class participation also involves careful attention to other students' presentations and offering of constructive comments and feedback. Additionally, class participation includes regular and punctual class attendance. Please note the new MSHRD program policy regarding attendance for the standard module (7-week) course states: *No more than ONE class should be missed to receive credit for a course.*

**Course Policies**

**Necessary accommodations:** Any student who has a disability that prevents the fullest expression of his or her abilities should contact the instructor as soon as possible to discuss the appropriate accommodations necessary to complete the course requirements.

**Professional standards:** The written products and verbal presentation you complete in this course should be regarded as an extension of your professional self and should reflect the best of your abilities. It is assumed that written reports will be neat, well-organized, well-written, and without noticeable grammatical, punctuation, or other writing errors. If needed, *the Writing Center* on campus can be of assistance. Presentations should be professional, incorporating effective presentation skills and the use of accompanying visuals as needed. All assignment deadlines should be adhered to.

**Course Evaluation**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
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<tbody>
<tr>
<td>• OD Best Practice Cases One-Page Summaries</td>
<td>15 points (5 points each)</td>
</tr>
<tr>
<td>• Personal OD Competency/Values Profile and Development Plan</td>
<td>30 points</td>
</tr>
<tr>
<td>• Team Case Diagnostic Scan Presentation</td>
<td>40 points</td>
</tr>
<tr>
<td>• Class participation</td>
<td>15 points</td>
</tr>
</tbody>
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100 points = A+
93-99 points = A
90-92 points = A-
86-89 points = B+
80-85 points = B
76-79 points = B-
73-75 points = C+
Course Outline

Session 1: Feb. 2 –
Defining OD and
Exploring the Origins of OD

Readings due –
➢ Rothwell & Sullivan: Chps. 1, 3, 6

Session 2: Feb. 9 –
Models of Change

Readings due –
➢ Rothwell & Sullivan: Chp. 2
➢ Best Practice Case: Xerox

Assignment due –
➢ Best Practice (Xerox) Case One-Page Summary

Session 3: Feb. 16 –
OD Competencies

Readings due –
➢ Rothwell & Sullivan: Chps. 5, 7, 25, & complete Appendices I & II

Session 4: Feb. 23 –
Ethics and Values in OD & Pre-Launch

Readings due --
➢ Rothwell & Sullivan: Chps. 9, 21
➢ Best Practice Case: Westinghouse

Assignment due –
➢ Best Practice (Westinghouse) Case One-Page Summary

Session 5: March 1 –
Launch: Diagnosis and Assessment

Readings due –
➢ Rothwell & Sullivan: Chp. 10
➢ Best Practice Case: ServiceMASTER

Assignment due –
Session 6: March 8 –
Launch: Feedback & Action Planning

- Rothwell & Sullivan: Chp. 10 continued
- Read SmithKline/Beecham for class discussion (NO Best Practice Summary due for this case)

Assignment due –
- Personal OD Competency/Values Profile and Development Plan

Session 7: March 15 --
Diagnostic Scan Presentations

Assignment due --
- Team Diagnostic Scan Presentations
Guidelines for the Personal OD Competency/Values Profile and Development Plan

- **Due:** March 8, 2008
- **Length of report:** 4 pages, double-spaced, typed, 12-point font, professionally written. This assignment is an individual - not team - assignment.
- **Relevant reading material:** While all the reading we have or will do in class may be relevant (and readings from other relevant courses in your program of study as well), you may find the material in the Rothwell & Sullivan text (Chps. 5, 7, 21, 25 & Appendix I, II) particularly relevant to this assignment. However, you are certainly not limited to that.

**PART 1: Assessing Your OD Competency**

In this section of the paper, you will be evaluating your own OD competency base (emphasis will be place on competencies needed for diagnosis), and carving out action plans for further personal development. First describe your understanding of your own OD competency and then outline what areas of OD competency you feel you are particularly strong in (back this up if you can with personal or professional experiences) and how you are going to further develop yourself in those areas. Also describe what areas you feel you need further improvement (back this up if you can with personal or professional experiences) and what actions you will take to lead you to further growth in those areas. **Make sure this paper includes both elements -- a profile of your OD competency and a development plan for what skills and areas you would like to work on.**

**PART 2: Your Core Values for OD Practice**

In this section of the paper, please share your own set of core values and assumptions that you feel will guide you as a HR professional involved in OD efforts.

**General Tips**

- *Don’t rush this assignment.* You may be deceived by the brevity of the assignment. But you will really need to think this assignment through -- assess yourself, integrate in relevant material, and provide personal examples from your own life -- to be able to thoroughly profile your OD competency and values for practice and provide yourself with some actions for further development in the assigned page limit.
- One way to make sure you have included both parts and all elements to those parts is to include subheadings for each section. That also keys the reader (me) in to what your answer is for both elements.
- In this assignment, there are no right or wrong answers. Rather, I am looking for your ability to personally integrate *BOTH* course material and personal life examples into a well thought out profile and development plan. You may find the following outline helpful to follow:
  - My OD Competency Areas of Strength
  - Actions I Will Take to Further Develop Those Areas
  - My OD Competency Areas in Need of Improvement
  - Actions I Will Take to Further Develop Those Areas
  - Core Values That I Will Follow in My OD Practice