

California Lutheran University

Bachelor's Degree for Professionals

BUS 448 – Organization Development

Campus: Swenson rm. 105

Fall Term 2016, August 23 – November 14

Wednesday, 6-9pm

Professor: Robert B Amenta, Ed.D

Email: ramenta@callutheran.edu

Phone: (818) 536-1141

Office Hours: Before or After Class

Drop Dates

September 12: Last day to add; last day to drop (without a “W” or financial penalty)

October 10: Last day to withdraw without academic penalty

Course Description

This course examines the major components of organization development; the evolution of organization development, the nature of change, and how change agents can effectively manage and implement change in organizations. It is recommended for students interested in management, or other roles that involve change and development in the workplace.

Textbook Required Readings

Textbook: Anderson, D. L. (2009) *The Process of Leading Organizational Change, (Third Edition)* Thousand Oaks, CA

Please bring your textbook to each class session!

Course Goals

The goal is to develop analytic and practitioner skills applicable to the concepts of OD in real situations.

Course Outcomes

At the completion of this course the student will

- Demonstrate an understanding of the process of organizational change.
- Examine the types of interventions available and show when and why they should be applied.

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- Structure and propose an OD intervention.
- Apply OD principles and concepts to specific case studies

Class Format:

This course is a blended course; that means that 40% of material will be online, while 60% of the content will be presented in class, face-to-face. As a blended course, it is no more or less challenging as traditional courses you've taken at Cal Lutheran, and was developed to meet Cal Lutheran's strict requirements for excellence.

Course Assignments

Case Analysis Paper

The case studies included are intended to help you learn the role and thought process of a change agent through realistic examples. By reading and analyzing case studies, you will actively participate in applying the theory and concepts discussed in this course. A rubric is provided.

Reflective Essay

A reflective essay is a form of writing that examines and observes the progress of the writer's individual experience. While reflective essays explain and analyze the development of the writer, they also discuss future goals. In this class you are asked to view a formal presentation and to reflect on how it affected you. Write 250 word paper using the rubric guide (Writing a Reflective Paper) provided on the course web page.

Pre-recorded Lectures and Study Quiz

Each week, you will view pre-recorded lectures and complete a Blackboard Quiz. The quiz will prepare you for the mid-term and final exams.

Case Analysis Discussion

You will read eight case studies. Every student will respond to the questions provided by the instructor, as well as comment on two other posts. All contributions should be thorough—250 words for initial posts with at least 1 reference, 100 words for comments. The initial post is due by Sunday of the week, with comments (replies) posted by Tuesday weekly. Typically, replies are not as in depth as the original responses, but they should be a kindly-worded constructive response, showing some original thinking, include your own insight/perspectives.

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Partial credit will be given for partial thread and posts (missing or incomplete comments). No credit will be given for late posts.

Course Schedule

Week	Topics	Assignments
1	Course Introduction Org. Development Values & Ethics	Anderson Chap. 3 Lecture: Syllabus, "Values & Ethics" Analyze Case #1 with Rubric in Teams
2	Foundations of Organization	Anderson Chap. 4 View PP "Foundations" & Post Discussion Bd. 2 Chap. 4 quiz View TED Talk & Write Reflective Paper #1
3	Data Gathering	Anderson Chap. 7 Lecture: "Data Gathering" Analyze Case #2 & Post
4	Data Analysis	Anderson Chapter 8 View PP "Data Analysis" & Post Discussion Bd. 2 Chap.8 quiz Analyze Case #3 & Post
5	Individual Change	Anderson Chapter 10 Lecture: "Individual Change" Analyze Case #4 & Post
6	Team Change	Anderson Chapter 11 Mid-term Exam

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		View PP “Team Change” Chap. 11 quiz Analyze Case #5 & Post
7	Total Org. Change	Anderson Chapter 12 Lecture: “Total Change” Analyze Case #6 & Post
8	Sustaining Change	Anderson Chapter 13 View PP “Sustaining Change” Complete chap. 13 Quiz Analyze Case #7 & Post
9	Global Change	Anderson Chapter 14 Lecture: “Global Change” Analyze Case #8 & Post
10	Complexity Theory The Future	Anderson Chapter 15 View PP “Chaos Theory ” Reflective Paper #2 Prepare for final exam
11	Course Summary & Final Exam	Complete Course Evaluation

Carnegie Hours Chart

Activity	Instructor-Led Hours		Homework Hours		Remarks
	Weekly	Course	Weekly	Course	
Readings of required text			5	55	Over 11 weeks, uneven distribution
Weekly Classes	3 hr. 20 min.	20 hrs. .			Includes final exam
Pre-recorded Lectures	60 min.	10hrs			
Reflective Essay				10	Average, varies by student
Case Analysis Discussion	2 hrs	20hrs			Average, varies by student

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Case Analysis Papers			1.5 hrs	15	Average, varies by student
Mid-term Prep				10	Average, varies by student
Final Exam Prep				10	Average, varies by student
Total		50		100	

Grading

CRITERION	PORTION	
1. Weekly Study Quiz	10%	10 x1=10 points
2. Mid-term	20%	20 points
3. Case Analysis Discussion	20%	2x10 = 20 points
4. Reflective Essay	6%	2x3 = 6 points
5. Case Analysis Papers	24%	8X3 = 24
6. Final Exam	20%	20 points
Total Points		Total Points 100
GRADING SCALE		
GRADE PERCENTAGE		
A 95-100		
A- 90-94.9		
B+ 86-89.9		
B 83-85.9		
B- 80-82.9		
C+ 76-79.9		
C 73-75.9		
C- 70-72.9		
D+ 67-69.9		
D 55-66.9		
F 0-54.9		

Attendance

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Attendance and participation is critical for meeting student goals. All papers must be submitted on time or miss receiving a grade. Participation online on the discussion board is valuable and anyone who does not post will miss a grade because the timeliness of everyone's comments is important to the growth and knowledge of everyone. Reflective papers need to be brought to every class so that your thoughts can be shared with others.

Blended Courses

For this course you will need the following...

1. Computer
2. If you need or want portable hardware, you can check out a laptop or iPad at the library for the entire semester.
 - a. A first-generation iPad is sufficient for participating in this course.
3. To watch Pre-recorded lectures
 - a. Windows or Mac operating systems
 - b. Applications Microsoft Silverlight or Windows Media Player
 - c. Bandwidth
 - i. 50Kbps: Audio-only recording
 - ii. 300Kbps: Recording consisting of screen capture, audio, and video
 - iii. 500Kbps: Recordings with multiple video streams
 - d. Speakers or headphones
4. To access the course site
 - a. Firefox browser (usually the best, do NOT use Internet Explorer)
 - b. Java 7 (Mac OS) or Java 8 (Windows or Linux)
5. Optional: Blackboard Learn App
 - a. Download from your devices' app store, select California Lutheran University as the school and sign in via my CLU

Course Evaluations Statement

All course evaluations are conducted online. Your feedback is important to us. You will receive an email message reminding you when the website is open for your feedback. The link is:

<http://courseval.callutheran.edu>

Disability Statement

California Lutheran University is committed to providing reasonable accommodations in compliance with ADA of 1990 and Section 504 of the Rehabilitation Act of 1973 to students with documented disabilities. If you are a student requesting accommodations for this course, please contact your

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professor at the beginning of the semester and register with the Disability Support Services Coordinator, Wendy Jimenez, for the facilitation and verification of need. The Disability Support Services Coordinator is located in the Center for Student Success Office at 3259 Pioneer Street, and can be contacted by calling 805.493.3878 or emailing wjimene@callutheran.edu

Statement on Academic Honesty

The educational programs of California Lutheran University are designed and dedicated to achieve academic excellence, honesty and integrity at every level of student life. Part of Cal Lutheran's dedication to academic excellence is our commitment to academic honesty. Students, faculty, staff and administration share the responsibility for maintaining high levels of scholarship on campus. Any behavior or act which might be defined as "deceitful" or "dishonest" will meet with appropriate disciplinary sanctions, including dismissal from the University, suspension, grade F in a course or various forms of academic probation. Policies and procedures regarding academic honesty are contained in the faculty and student handbooks.

Plagiarism, cheating, unethical computer use and facilitation of academic dishonesty are examples of behavior which will result in disciplinary sanctions. Plagiarism includes, but is not limited to:

- word for word copying without using quotation marks or presenting the work as yours
- using the ideas or work of others without acknowledgement
- not citing quoted material. Students must cite sources for any information that is not either the result of original research or common knowledge.

Standards of Student Conduct Statements:

- [Student Life Handbook Academic Honesty Statement](#)

University Harassment Policy

Be civil to each other, both on- and offline. For information on the University's **student harassment policy and rights, please go to the following link:**

[Student Life Handbook](#)

Sexual Misconduct

California Lutheran University does not tolerate any degree of sexual misconduct on or off-campus. We encourage you to report if you know of, or have been the victim of, sexual harassment, misconduct, and/or assault. If you report this to a faculty member, she or he must notify Cal Lutheran's Title IX

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Coordinator about the basic facts of the incident. More information about your options for reporting can be found at: <http://www.callutheran.edu/title-ix/>

Pearson Library

Pearson Library provides access to scholarly books, journals, ebooks, and databases of full text articles from scholarly journals. To begin using these materials, visit the library web page

<http://www.callutheran.edu/library>

There are many ways to contact Pearson Library for research assistance, no matter where you are!

- Email Yvonne Wilber (Professionals liaison) at ywilber@callutheran.edu
- General Library email: CLULibrary@callutheran.edu
- Library main phone: 805.493.3250
- Text us your question: 805.493.3867
- Get more help at: <http://www.callutheran.edu/library/help/>

Cal Lutheran Writing Center

The Writing Center provides 1:1 writing consultations, in-person and online, with trained undergraduate and graduate writing consultants. We welcome all writing-related projects at any stage of the writing process across the diverse disciplines of study at Cal Lutheran. The Writing Center also hosts writing workshops, provides in-class visits, facilitates writing groups, and offers a writer's studio option for longer, sustained projects. Services suit writers of all levels, including traditional undergraduates, graduate students from all fields, all English language learners, and accomplished scholars alike. All members of the Cal Lutheran community with an @callutheran.edu email address are welcome to make use of our services. For more information, please visit at www.callutheran.edu/writing_center or call 805.493.3257. Please schedule appointments online through MyCLU Blackboard with the yellow "The Writing Center" icon in "Tools," or stop by The Writing Center itself, located in the Darling Collaboration Suite of Pearson Library.

Veterans Resources

If you are a veteran, military member, or a family member of a veteran or military member, please refer to Cal Lutheran's Veterans Resources webpage for important information: <http://www.callutheran.edu/veterans/>. Also, if you are a veteran receiving benefits and you are struggling in a class, you most likely qualify for free tutoring. Please contact the Veterans Coordinator, Jenn Zimmerman, veterans@callutheran.edu or 805.493.3648, for more information.

Help Desk

Students may contact the Help Desk about telephone, network, wireless network, software questions password problems, hardware problems, and general consultation (i.e. you cannot log

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into your MyCLU portal, or you are having problems with Blackboard). Please email specific details about your problems to helpdesk@callutheran.edu, click on the following link for more information http://www.callutheran.edu/iss/technology_services/helpdesk.php or call: 805.493.3698

Final Note

This syllabus is subject to change. Every effort will be made to alert students to changes that occur in a timely manner.

5/12/2016

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