

HC 167 Making Change at Work

Winter Term – 2005

Monday 6:30 PM – 9:30 PM

Instructor: Michael A. Garber, Ph.D.

Phone: 847/233-3500

Email: mgarber@usg.com

Text: An Experiential Approach to Organization Development – Sixth Edition
Don Harvey & Donald R. Brown

Course Schedule

Session

Topic

1

Anticipating Change

Organization Development: Reinventing the Corporation

Organizational Renewal: The Challenges of Change

2

Organization Renewal: Changing the Corporate Culture

3

Consulting for High Performance

Leading Change: The OD Consultant: Role and Style

Leading Change: The Diagnostic Process

4

Change

5

Developing High Performance

Process Intervention Skills

OD Intervention Strategies

6

Employee Involvement and Interpersonal Interventions

7

Motivating High Performance

Team Development Interventions

8

Intergroup Development Interventions

Goal Setting

9

Changing for Success

Continuous Improvement Processes and Self-Managed Work Teams

High Performing Systems and the Learning Organization

10

Organization Transformation: Strategy Interventions

Focusing on the Future

Organization Development: The Challenge and the Future

Mid-term Assignment

Review 10 articles of your choice related to Organization Development. Each review should be approximately one page in length and include both a summary of the article and your comments. The Harvard Business Review, or journals in your professional area, should be good sources of articles. Due on February 7th

Final Exam

You have just contracted as an OD consultant with your organization (or whatever organization you choose to make up). Describe the methods and techniques you would employ in fulfilling your contract. As a starting point, your paper should include issues concerning diagnosis, choice of interventions – why selected, tradeoffs, techniques for increasing the probability of success and ways of institutionalizing changes. Due on March 15th

(Note: If you wish your paper returned to you, attach a self-addressed envelope bearing the correct postage.)

Guidelines for evaluating the final exam

1. The ability to describe and interpret an organizational situation using Organization Development concepts of models.
2. Breadth in the range of concepts which are used in description, interpretation and analysis.
3. Accuracy in the description and use of the concepts and models themselves.
4. Sensitivity to factors associated with successful/unsuccessful OD applications.
5. Sensitivity to the role of adequate diagnosis, i.e., forcefield...
6. Awareness of the importance of the role of monitoring, the continued learning, modification, tailoring and assessment of the interventions – action research.

Competencies

- H-2-C Can identify an organizational problem and design a plan for change based on an understanding of change theories or models.
- H-2-D Can use two or more organizational theories in the analysis of one's experiences in an organization.

Grading

While the mid-term paper and the final paper were developed primarily as learning devices, they also serve as a basic means for determining your grade.

Mid-term	20%	of your grade
Final	40%	
Individual participation	20%	
Team participation	20%	

(Note that the individual and team participation comprise a significant part of your grade. These components require attendance.)