

HC 176 People, Process, and Organization Development Provisional Syllabus*

Fall Quarter, 2008
O'Hare Campus Thursdays, 6:30-9:30 starting 10/2**

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Competences

- H2X Can describe and analyze the nature of person-environment interaction in an organization and its role in shaping organizational culture.
- H3X Can explain the perception of people as “human capital” and its impact on individual development and ability.
- L7 Can learn collaboratively and examine the skills, knowledge, and values that contribute to such learning.
- FX Understands and can apply the principles and strategies of process consulting in addressing problems or issues in an organization’s development.

Course Overview

Healthy, successful organizations, like healthy, successful people, continue to grow and develop across the life span. This course will examine ways organizations can design processes and cultivate human potential to ensure that they renew themselves and remain ready to embrace opportunity and respond to change. We will focus on the emergence of organizational development as a field and the array of interventions used to solve problems and support the evolution of organizations, including process consulting and the role of teams.. Course participants will be encouraged to apply organizational development theory and models to their own workplaces or organizational settings. Class sessions will allow participants to engage in discussions, role plays, and exercises to explore the full meaning of the course reading material..

* A revised syllabus with weekly assignments will be posted on BlackBoard by 9/25 and distributed in class on 10/2.

** The course will begin on the BlackBoard site on 9/25 and will meet in the classroom weekly beginning on 10/2. BlackBoard will be used to supplement class sessions.

Evidence of Competence

Note: Students may submit only one presentation as evidence of competence

Choose one of the following topics for each competence you are addressing and prepare a paper or presentation incorporating material from a minimum of 5 sources beyond course text and readings: Papers should be a minimum of 1500 words and presentations should include a handout with bibliography for each member of the class. The topics will be discussed more fully in class and on BlackBoard to provide a foundation for your work.

H2X Definition, role and purpose of teams in the workplace
Impact of person-environment match or mismatch
Definition, examples, and analysis of organizational culture and its specific characteristics

H3X Identity and work
Role of individual development in organizational development
Explanation of the term “human capital” and its practical application

All students will participate in a process consulting simulation. For students addressing FX:

Write a coaching guide for the consultant role in the process consulting Simulation. Be specific in recommending language or behaviors and explain your choices to the consultant, referencing course reading material
Minimum of 1500 words.

L7 You will form a team with other students addressing L7 and will (1) devise a way to learn fundamentals of team formation and (2) prepare and facilitate a team formation exercise with the class. A discussion forum on BlackBoard will be available to this group for planning and discussion and will serve as part of the evidence of this competence. In addition, each member of the team will keep a collaborative learning journal and submit it. Journal prompts will be provided once the team is formed.

Learning Resources

Required Text:

Wendell French and Cecil Bell. *Organization Development: Behavioral Science Interventions for Organization Improvement*. ISBN: 10-013242231X
Prentice-Hall, 6th edition.

Additional readings and resources will be posted on BlackBoard.

Class Schedule

Topics to be addressed at each classroom session are indicated below.

Reading and homework assignments will be provided on the final syllabus available on BlackBoard by 9/25. Additional discussions and exercises will be facilitated via BlackBoard between class sessions.

- 9/25 BlackBoard site: Discussion Forum: Introductions and Experience
With Organizational problem Solving
- 10/2 Overview of Organization Development as a field
Behavioral Sciences as context for OD and the course
- 10/9 People as individuals, capital, and functionaries
- 10/16 Organizational Structures
- 10/23 Types of OD Interventions
- 10/30 Process Consultation
- 11/6 Process Consultation
- 11/13 Teams and Team Formation
- 11/20 Presentations
Future of OD

Ground Rules

Attendance: The nature of the course depends on participation of group members, so attendance is central to learning of individuals as well as the group. Several in-class exercises will provide evidence of competence and must be completed. Students who miss these exercises will need to make them up in some way. If you know you will need to miss class due to *unavoidable* travel or commitments, make arrangements in advance to make up the work you will miss. If you miss class due to an emergency, contact me as soon as possible. While missing any class time might make it difficult for you to earn the grade you wish, missing more than two classes may lead to a significant grade reduction or a grade of "Incomplete."

Academic Seriousness:

It is expected that students will demonstrate skills in critical thinking, critical reading, and written expression in their work and seek academic support as necessary to help them further develop their skills. Further, it is expected that students will demonstrate their academic maturity by: honoring the Academic Integrity policy, participating actively in class activities, interacting respectfully but honestly with group members, preparing for

each class session, seeking connections between course content and other experiences, and assuming responsibility for their own learning.

Incompletes: Students may request a grade of “Incomplete” if a significant change in circumstance prevents their timely completion of class sessions and/or assignments. The Incomplete Contract must include terms for resolving the Incomplete and must be submitted by the student and signed by the instructor. Failure to submit outstanding work by the specified deadline will result in a grade change from IN to F. Students who do not submit work by the end of the quarter and who have not requested an IN, will be awarded an appropriate letter grade and not an Incomplete.

According to the policies of DePaul University:

All students must be registered and listed on the class roster by the beginning of the second week of the term. Students not on the roster by this time cannot stay in the class under any circumstances. Please contact the SNL Advising Center (snladvising@depaul.edu) or the Office of Financial Aid (finaid@depaul.edu) to work out your particular situation.

Students who need to withdraw from the course must do so by the end of the second week of the quarter. After that point is reached, 100% tuition is charged. It is possible to withdraw from a course or competence through the end of the seventh week of the quarter, but there is no tuition refund after the end of the second week.

In certain circumstances (such as illness, death of family members, natural disasters, etc.), a late withdrawal will be refunded tuition. These circumstances must be documented, and presented to the University through the SNL Exceptions Committee (snlexceptions@depaul.edu). In no case is such a refund allowed more than once during a student’s career at DePaul.