



# Business Administration

Course Number:	<b>BUAD 410</b>
Course Title:	<b>ORGANIZATION CHANGE AND DEVELOPMENT</b>
Credits:	3
Calendar Description:	Organizational Development is an applied behavioural science dedicated to improving organizations and their human resources through planned change and renewal processes. It involves systematic, planned interventions using behavioural science knowledge to improve organizational health and effectiveness. In this course students learn organization change consultancy models, facilitate seminars and use advanced critical thinking and case analysis skills.
Semester and Year:	<b>Winter 2018</b>
Prerequisite(s):	BUAD 262, 269, 340, 6 credits of CMNS or ENGL, fourth-year standing
Corequisite(s):	No
Prerequisite to:	No
Final Exam:	Yes
Hours per week:	3
Graduation Requirement:	Elective – BBA, Management and HR Management options
Substitutable Courses:	No
Transfer Credit:	
Special Notes:	
Development Date:	
Revision Date:	June 2011

A handwritten signature in black ink, appearing to read "Laura A. D.", written over a light grey rectangular background.

Chair's Approval:

**Professors**

Name	Phone number	Office	Email
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**Learning Outcomes**

Upon completion of this course students will be able to

- analyze the causes, types, and repercussions of change in organizations.
- explain the links between strategy, structure, culture, and change and development.
- apply the principles, methods, and tools of organizational development within the context of process consultation.
- demonstrate an effective client consulting process.
- propose diagnostic tools for identification of organizational problems.
- plan interventions based on relevant organizational data and context.
- integrate change management models and methods (strategic, structural, cultural, and human process interventions).
- assess organizational development intervention outcomes.

**Course Objectives**

This course will cover the following content:

See weekly Course Schedule

**Evaluation Procedure**

Individual Participation	15%
Team Presentations	45%
Mid-term Exam	20%
Final Exam	20%
<b>Total</b>	<b>100%</b>

**Notes**

Students must earn half of all available exam marks to achieve a passing grade in the course.

- Students must take an active rather than passive role in class.
- Participation grades are based on the quality and consistency of an individual's contribution during class, beyond simple attendance.
- Classes will involve 3 components of team presentation: Seminar-style discussions (15%), reading facilitations (15%) and case analysis presentations by student teams (15%).
- Mid-term and final exam questions are based on text, readings, lectures, discussions and case analysis.

**Required Texts/Resources**

Custom Course package and Business cases package.  
Additional readings to be discussed in class.

**RECOMMENDED:**

Beitler, Michael A. (2006). Strategic organizational change: A practitioner's guide for managers and consultants, 2nd ed. Greensboro, NC: Practitioner's Press International.

Course Schedule

Date		Topic	Material	Team Assignments
Week of:		Wednesday Jan 3 Classes Begin Monday Feb 12 Family Day – <i>no classes</i> Tuesday Feb 13 to Feb 16 Mid-semester Study Break – <i>no classes</i> Friday Mar 30 to Monday April 2 Easter – <i>no classes</i> Thursday Apr 12 Last Day of Regularly-scheduled Classes		
Jan	1-5	Introduction to course - Introduction to concepts : Stories of Change		
	8-12	Why Organizations Change	Palmer	
	15-19	What Changes in Organizations Model of change: action research method	Mintzberg Senior	
	22-26	Action research and case Analysis Method	Thomas	
Jan Feb	29-2	Diagnosis for Change – Models - Rondeau	Thomas	Reading Facilitation: Teams A & B (Topic TBD)
	5-9	Diagnosis for Change – Models - Rondeau		Reading Facilitation: Teams C & D (Topic TBD)
	12-16	READING BREAK		
	19-23	<b>Mid-term Exam</b>		
Feb Mar	26-2	Managing Individual change	Cameron	
	5-9	Resistance to Change	Bareil	
	12-16	Strategies, Skills and tools, OD interventions	TBD	Seminar + Case
	19-23	Strategies, Skills and tools, OD interventions	TBD	Seminar + Case
	26-30	Strategies, Skills and tools, OD interventions	TBD	Seminar + Case
Apr	2-6	Sustaining change – Learning Organization	Worley	Seminar + Case
	9-13	Course review and integration		
	16-26	Final exam period		

**Note:**

Students are required to access Moodle on a regular basis for any changes.

## **SKILLS ACROSS THE BUSINESS CURRICULUM**

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The Okanagan School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

## **STUDENT CONDUCT AND ACADEMIC HONESTY**

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### **What is the Disruption of Instructional Activities?**

At Okanagan College (OC), disruption of instructional activities includes student “conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC”, as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

### **What is Cheating?**

“Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination.”

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

### **What is Plagiarism?**

Plagiarism is defined as “the presentation of another person’s work or ideas without proper or complete acknowledgement.” It is the serious academic offence of reproducing someone else’s work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

“Intentional plagiarism is the deliberate presentation of another’s work or ideas as one’s own.” Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.

“Unintentional plagiarism is the inadvertent presentation of another’s work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit.”

### **What are the Students’ Responsibilities to Avoid Plagiarism?**

Students have a responsibility to read the OC Plagiarism Policy and Procedures outlined in the OC calendar, which is available in online format [www.okanagan.bc.ca](http://www.okanagan.bc.ca). Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors’ name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

“Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication “*Plagiarism Avoided; Taking Responsibility for your Work*”. This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The Okanagan School of Business requires the use of the APA or MLA style, but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 6th edition (2009)). A copy of the APA manual is available in the reference section and also available for circulation from OC libraries. The library website has access to these two major citing styles.

### **What are the Penalties for Plagiarism and Cheating?**

The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the Okanagan School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.