



Western Technical College

## 10196168 Organizational Development

### Course Outcome Summary

#### Course Information

<b>Description</b>	Learners apply skills and tools necessary to deal with organization behavior and change. Learners apply intervention strategies to deal with diversity, restructuring, globalization, team building, conflict resolution and process consultation. Learners analyze how an organization's goals, decision-making, performance management and planning impact goal attainment, business outcomes, organizational structure, job design and employee participation.
<b>Career Cluster</b>	Business Management and Administration
<b>Instructional Level</b>	Associate Degree Courses
<b>Total Credits</b>	3
<b>Total Hours</b>	54

#### Textbooks

*Organizational Change: An Action-Oriented Toolkit*. 4th Edition. Copyright 2020. Cawsey, Tupper F. and Gene Deszca. Publisher: Sage Publications, Inc. **ISBN-13:** 978-1-5443-5140-7. Required.

#### Success Abilities

1. Cultivate Passion: Enhance Personal Connections
2. Live Responsibly: Develop Resilience
3. Live Responsibly: Embrace Sustainability
4. Refine Professionalism: Improve Critical Thinking

#### Program Outcomes

1. Utilize quality strategies and tactics.
2. Apply effective leadership skills.
3. Apply Human Resource policies and procedures.
4. Perform supervisory management functions to achieve organizational objectives.

## Course Competencies

### 1. Summarize the evolution of organizational development

#### Assessment Strategies

- 1.1. Written Product
- 1.2. Group Discussion

#### Criteria

*You will know you are successful when*

- 1.1. your written product includes a visual representation of the major movements in organizational development.
- 1.2. your contribution to group discussion includes a description of the major movements in organizational development.
- 1.3. you compare the strengths and weaknesses of the major movements in organizational development.

#### Learning Objectives

- 1.a. Describe the laboratory training roots of organizational development
- 1.b. Summarize the emergence of organizational development as a social science (action research and survey feedback roots)
- 1.c. Describe the human relations/participative management approach to organizational development
- 1.d. Describe the productivity and quality of work life roots of organizational development
- 1.e. Describe the influence of strategic change on the evolution of organizational development

### 2. Analyze theories of planned change and their application in improving organizational effectiveness

#### Assessment Strategies

- 2.1. Written Product
- 2.2. Group discussion

#### Criteria

*You will know you are successful when*

- 2.1. your contribution to classroom activity addresses both theories and applications of planned change
- 2.2. your contribution to classroom activity compares various theories and applications
- 2.3. you differentiate between Lewin's model of change, action research model of change and the contemporary models of change
- 2.4. you determine when to apply the various theories of planned change

#### Learning Objectives

- 2.a. List and describe the steps in Lewin's model of change
- 2.b. Describe the phases of the action research model of change
- 2.c. Summarize the contemporary adaptations of the action research model including interpretive or social constructionist and appreciative inquiry
- 2.d. Describe the general model of planned change
- 2.e. Compare the application of the various theories of planned change

### 3. Use diagnostic methods to identify causes of problems or opportunities for development in organizations

#### Assessment Strategies

- 3.1. Written Product
- 3.2. Group Discussion

#### Criteria

*You will know you are successful when*

- 3.1. you differentiate between various organizational levels and approaches to organizational diagnosis
- 3.2. your contribution to the discussion demonstrates critical thinking and understanding of the various diagnostic methods
- 3.3. you discuss the applications of the systems, organizational, group, and individual level approaches to diagnostic methods

- 3.4. your analysis summarizes the application of individual, group, and organizational level diagnostic methods
- 3.5. your analysis highlights opportunities for organizational development

#### **Learning Objectives**

- 3.a. Define the systems level approach to organizational diagnosis
- 3.b. Define the organization level approach to organizational diagnosis
- 3.c. Define the group level approach to organizational diagnosis
- 3.d. Define the individual level approach to organizational diagnosis

### **4. Evaluate and present collected data for an organizational diagnosis**

#### **Assessment Strategies**

- 4.1. Written Product
- 4.2. Presentation

#### **Criteria**

*You will know you are successful when*

- 4.1. you describe the major methods of collecting diagnostic data
- 4.2. you identify the pros and cons of the major methods of collecting diagnostic data
- 4.3. you identify examples of quantitative and qualitative tools for data analysis
- 4.4. you differentiate between quantitative and qualitative tools for data analysis
- 4.5. you select an appropriate data analysis method for interpreting data
- 4.6. you effectively summarize and present diagnostic data

#### **Learning Objectives**

- 4.a. Compare the methods for collecting data
- 4.b. Describe the qualitative tools used to analyze data
- 4.c. Describe the quantitative tools used to analyze data
- 4.d. Organize and present data to target audience

### **5. Identify design intervention strategies to respond to organizational diagnosis.**

#### **Assessment Strategies**

- 5.1. Written Product
- 5.2. group discussion

#### **Criteria**

*You will know you are successful when*

- 5.1. you explain organizational development interventions
- 5.2. you discuss the attributes of an effective intervention
- 5.3. you provide examples of targeted issues for change
  
- 5.4. you describe attributes of effective change management
- 5.5. you identify methods for dealing with resistance to change

#### **Learning Objectives**

- 5.a. Define the term intervention as it relates to organizational development
- 5.b. List and describe criteria for an effective intervention
- 5.c. Identify the organizational issues that are potential targets for change
- 5.d. Summarize the effective change management process

### **6. Simulate organizational change through human process intervention strategies.**

#### **Assessment Strategies**

- 6.1. Written Product
- 6.2. Group Activity

#### **Criteria**

*You will know you are successful when*

- 6.1. you summarize the issues and organizational levels that are impacted by human process intervention
- 6.2. you compare the various human process interventions
- 6.3. you apply the concept of team building

6.4. you discuss how interpersonal and intergroup conflict is managed

#### **Learning Objectives**

- 6.a. Define human process intervention
- 6.b. Identify the issues and organizational levels that are impacted by human process intervention
- 6.c. Summarize the basic process interventions
- 6.d. Describe how team building can improve productivity, interpersonal relationships and problem solving skills
- 6.e. Describe the application of interpersonal and intergroup conflict resolution

### **7. Apply human resource management intervention in response to organizational diagnosis**

#### **Assessment Strategies**

- 7.1. Written Product
- 7.2. group activity

#### **Criteria**

*You will know you are successful when*

- 7.1. you recognize the importance of human resource management interventions in organizational development
- 7.2. you describe the levels and issues impacted by human resource management interventions
- 7.3. you identify how employee performance impacts the achievement of company goals
- 7.4. you describe the value of career planning and education in the growth of an organization
- 7.5. you analyze the opportunity to leverage workforce diversity in an organization

#### **Learning Objectives**

- 7.a. Define human resource management intervention
- 7.b. Identify the issues and levels that are impacted by human resource management intervention
- 7.c. Analyze how performance management facilitates the company's execution of its goal achieving plan
- 7.d. Summarize the value of career planning, continuous learning and education initiatives in organizational development
- 7.e. Identify and apply intervention strategies to workforce diversity

### **8. Analyze the interventions used to restructure organizations**

#### **Assessment Strategies**

- 8.1. Written Product
- 8.2. Group Activity

#### **Criteria**

*You will know you are successful when*

- 8.1. you articulate the meaning of technostructural intervention
- 8.2. you discuss the issues and levels impacted by technostructural interventions
- 8.3. you address how managerial style and company productivity are driven by modern organizational structures
- 8.4. you describe the process of downsizing
- 8.5. you define the purpose and potential outcomes of reengineering

#### **Learning Objectives**

- 8.a. Define technostructural intervention
- 8.b. Identify the issues and levels that are impacted by technostructural intervention
- 8.c. Illustrate and describe the various modern organizational structures and their impact on managerial style and company productivity
- 8.d. Analyze the stages and tactics for downsizing an organization
- 8.e. Describe reengineering and the application steps used to restructure an organization

### **9. Analyze strategic interventions in response to organizational diagnosis**

#### **Assessment Strategies**

- 9.1. Written Product
- 9.2. Group Activity

#### **Criteria**

*You will know you are successful when*

- 9.1. you discuss why good business strategies are often not implemented
- 9.2. you summarize the key features of integrated strategic change
- 9.3. you identify how integrated strategic change can impact business outcomes
- 9.4. you describe how individual character and group culture can be shaped by integrated strategic change

**Learning Objectives**

- 9.a. Define strategic intervention
- 9.b. Identify the issues and levels impacted by strategic intervention
- 9.c. Analyze how integrated strategic change can positively affect business outcomes
- 9.d. Describe how basic organizational character and culture can be transformed by strategic interventions

**10. Relate how the organization's vision affects organizational structure, job design and employee participation**

**Assessment Strategies**

- 10.1. Group Activity
- 10.2. In a written assignment

**Criteria**

*You will know you are successful when*

- 10.1. you analyze how employee fulfillment and productivity can support an organization's vision
- 10.2. you summarize how work design contributes to employee satisfaction and the achievement of an organization's goals
- 10.3. you explain how organizational structure and managerial style support and drive an organization's vision

**Learning Objectives**

- 10.a. Analyze how the organization's vision relates to its organizational structure
- 10.b. Describe how productivity is impacted by employee involvement
- 10.c. Analyze the impact of managerial decision making on organization culture
- 10.d. Analyze the various approaches to work design and their impact on employee satisfaction and productivity

**11. Identify and analyze future trends and challenges and their impact on an organization's core business**

**Assessment Strategies**

- 11.1. Group Activity
- 11.2. Written Product

**Criteria**

*You will know you are successful when*

- 11.1. you discuss how external factors affect an organization
- 11.2. you incorporate skills learned about change and how you can help an organization manage
- 11.3. you describe how changes in workforce demographics and attitudes impact organizational development

**Learning Objectives**

- 11.a. Describe how economic change impacts organizational development
- 11.b. Analyze how workforce demographics and attitudes impact organizational change
- 11.c. Describe how advances in technology impact organizational development
- 11.d. Analyze the effects of globalization on an organization