

MGMT 471
Organizational Development
Fall 2009

Professor: Dr. Hoobler
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Office Hours: Tuesdays 2:00 – 3:15 p.m., and by appointment
Course Day & Time: Tuesdays & Thursdays 11:00 a.m. – 12:15 p.m.
Course Location: 220 Stevenson Hall

Course Overview: The purpose of this course is to increase your ability to understand how organizations run, how they change, and how to make them better. We will explore strategies for promoting the creativity, flexibility, and productivity of human resources, teams, and organizations.

Course Materials: *An Experiential Approach to Organization Development, 7th edition*, Donald R. Brown & Don Harvey. Pearson Education, Inc.

Course Policies:

Participation/Preparation/Contribution

1. Be prepared by being familiar with readings, bringing any assignments, and being ready to discuss class topics.
2. Visible participation such as making comments is important as well as less obvious participation such as listening and being engaged in class activities.
3. Take responsibility for yourself and for getting the information you need to succeed.
4. Be punctual.
5. Act in ways that connote goodwill toward the class. Be especially respectful of viewpoints and backgrounds that might differ from your own. The wise learner listens even more intently to positions that differ from his or her own.
6. Act honestly. Plagiarism will be prosecuted to the full extent possible under university policy. This course and its associated coursework are being administered under the policies of the University of Illinois at Chicago (UIC) College of Business Administration Honor Code. All students are expected to respect and uphold this code.

Communication

I am happy to make time to talk in person or by phone. I will answer phone calls in my office, but the best way to reach me is by email. I check it regularly.

Phones/Computers in Class

Turn off cell phones in class. No text messaging is allowed. If laptops are used, they must be strictly for note taking and you may be asked to turn them off if they become distracting.

Late Work

Assignments will be graded down 10% after class, and 10% for each additional day they are late. Exceptions to this rule will be considered for unusual circumstances.

Special Considerations

Come talk to me during or after the first class period should you:

- have specific physical, psychiatric, or learning disabilities which require accommodations. Discussing this with me early in the semester will ensure your learning needs are appropriately met.
- observe religious holidays or practices which will require you to be away at some point during the semester or which could affect your performance in this class.

Note: The course syllabus provides a general plan for the course; deviations may be necessary. It is your responsibility to stay apprised of changes in assignments, due dates, material to be covered, and the like.

Course Requirements:**

<i>Grading Criteria</i>	<i>Date</i>	<i>% Overall Grade</i>
Exam 1	Oct. 1	25%
Exam 2	Nov. 5	25%
Course Application Case	Nov. 24	25%
Final Exam	Dec. 3 or 7	25%

Letter grades for this course will be given as follows: A=90-100; B=80-89; C=70-79; D=60-69.

* * Please note: you must complete the course application paper and take the 3 exams to pass this course. That is, failing to complete one or more of these requirements will result in an F for the course.

Course Calendar

<i>Date</i>	<i>Assignment</i>
August 25	Introduction
27	Ch. 1; OD and Reinventing the Organization
September 1	Ch. 1, cont.
3	Ch. 2; Organization Renewal
8	Ch. 3; Changing the Culture
10	Ch. 3; Changing the Culture
15	Ch. 4; Role and Style of the OD Practitioner
17	Ch. 4; Role and Style of the OD Practitioner
22	Ch. 5; The Diagnostic Process
24	Ch. 5; The Diagnostic Process
29	Article – “Seven Practices of Successful Organizations,” J. Pfeffer. <i>California Management Review</i> (will be provided by professor) & Review for Exam 1
October 1	Exam 1
6	Ch. 6; Overcoming Resistance to Change
8	Ch. 6; Overcoming Resistance to Change
13	Ch. 8; OD Intervention Strategies
15	Ch. 8; OD Intervention Strategies
20	Ch. 9; Employee Empowerment & Interpersonal Intervention
22	Ch. 9; Employee Empowerment & Interpersonal Intervention
27	Ch. 10; Team Development Interventions
29	Ch. 11; Intergroup Development Interventions
November 3	Ch. 11; Intergroup Development Interventions & Review for Exam 2

	5	Exam 2
	10	Ch. 13; Work Team Development
	12	Ch. 12; Goal Setting for Effective Organizations
	17	Ch. 15; Organizational Transformation & Strategic Change
	19	Ch. 15; Organizational Transformation & Strategic Change
	24	Course Application Case Due Ch. 14; High-Performing Systems & the Learning Organization
	26	No Class – Thanksgiving Holiday
Dec.	1	Ch. 14; High-Performing Systems & the Learning Organization & Ch. 16; Challenge & Future for Organizations
	3	Review and catch up
	7	Final Exam – 10:30 am – 12:30pm