

# PSYC 576 Organizational Development (and change) – Spring 2025

Thursday: 4:00 – 7:00 PM CST

Matt Herzberg

**Office Hours:** by appointment

**Text:** Organization Development and Change (Twelfth Edition), Cummings & Worley

## Objectives

- To gain new competencies in preparation for future professional work in organizations
- To understand the connection between organization development and business results
- To understand the various theories, models, and principles underlying organizational change and development
- To acquire a working knowledge of the various change strategies and their evaluation/research support
- To produce an organization change sourcebook for later reference

## Course format

Based on the assumptions that class members (change agents, including the instructor) are:

- Professional capable of contributing to the learning environment; able to respond rapidly to professional requests (including but not limited to being prepared for class, reading the assignment, diagnosing a case, engaging in group discussion, etc.
- Intrinsically motivated to achieve course and personal objectives
- Interested in developing products/tools that will be useful in future opportunities for application. (The skills gained in the class will make participants more competitive in the job market).

## Key course elements

- Lecture
- Mini lectures
- Group discussions
- Readings in text and other sources
- Case analysis
- Research Paper (topic: leadership and organization culture transformation – what's tried and what's new – 5 to 10 pages with at least two research-based references from the last 5 years).

**Key course elements cont.**

- Text/quizzes
- Source Book production
- Career map

**Performance assessment**

- Professionalism (i.e. attendance, preparation, behavior) 10%
- Text (readings, quizzes, cases) 25%
- Organization sourcebook 25%
- Research paper 25%
- Final 15%

**Grades**

A > 90%

B > 80%

C > 70%

F < 69%

Class Structure

<b>Date</b>	<b>Topic</b>	<b>Activity</b>	<b>Preparation/Assignment</b>
1/16	Course overview Introductions Change and business results	Lecture  Group process	N/A
1/23	Introduction to OD The Nature of Planned Change	Lecture  Group process	Read Chapters 1&2 Chapter 1 quiz Chapter 2 quiz & case
1/30	Entering and Contracting Diagnosing	Lecture  Group process	Read Chapter 3&4 Career map

<b>Date</b>	<b>Topic</b>	<b>Activity</b>	<b>Preparation/Assignment</b>
2/6	Designing and Implementing OD Evaluating and reinforcing OD intervention	Lecture Group process	Read Chapters 5&6 Chaper 5 Quiz and case Chapter 6 Quiz and case
2/13	Class in person Human Process Interventions Personal, interpersonal, and group	Lecture Mini lectures Group process	Read Chapter 7 Chapter 7 quiz and case Career map
2/20	Human Process Interventions Organization Process Approaches	Lecture Mini lectures Group process	Read Chapter 8 Chapter 8 quiz and case Part III case
2/27	Technostructural Interventions Employee involvement and Engagement	Lecture Mini lectures Group process	Read Chapter 9 Chapter 9 quiz and case
3/6	Evidence in change management Informed leadership development	Guest lecture  Group process	Read Barends et al. (2014) Zell et al. (2020) Dierdoff & Rubin (2015)
3/13	BREAK		
3/20	Technostructural Intervention Work design	Lecture Mini lectures Group process	Read Chapter 10 Chapter 10 quiz and case Part IV Case
3/27	Human Resource Interventions Performance management	Guest lecture Mini lectures	Read Chapter 11 Chapter 11 quiz and case

<b>Date</b>	<b>Topic</b>	<b>Activity</b>	<b>Preparation/Assignment</b>
4/3	Human Resource Interventions Workforce diversity, Development and Wellness	Lecture Mini lectures Group process	Read Chapter 12 Chapter 12 Quiz and case Part V Case
4/10	Fundamentals of Large-Scale Change Large-Scale Organization Change	Lecture Mini lectures Group process	Read Chapters 13 & 14 Chapter 13 quiz and case Chapter 14 quiz and case
4/17	Large-Scale Multi-Organization Change Future Direction in OD	<b>Papers Due</b> Lecture Group process	Read Chapters 15 & 16 Chapter 15 quiz and case Chapter 16 quiz and case
4/24	Leadership and Organizational Culture Transformation	<b>Sourcebook Due</b> Lecture Paper Presentations Group process	Part IV Case
5/1	Course review	Lecture Paper Presentations cont. Group process	
5/8		<b>Final</b>	

# Terms and expectations

**Career map** – students will meet with instructor for at least 30 minutes outside of class to discuss career goals and possible roles and positions

**Guest lecture** – presentation handled by an outside academic, executive or consultant

**Lecture** – presentations handled by the instructor

**Mini lectures** – presentations handled by students. These lectures will be no more than 10 minutes with Q&A (7 minute presentation, 3 minutes for questions) on OD interventions. Each student will provide the class with a one-page summary of the intervention covered in the mini-lecture. The summary will cover these points:

- Define and summarize the intervention (what is it and when is it used)
- Model and/or steps of the intervention
- At least one source

**Paper presentation** – 10 to 15 minute presentation of the research paper

Presentations will be graded on

- Purpose and objective clarity
- Structure
  - Opening
  - Flow – clear points
  - Conclusion - takeaways
- Compelling visuals
- Effective communication
  - Clear speech
  - Confident delivery
  - Varied tone and passion