

**The University of New Mexico
Management 562
Organizational Design and Development
Spring 2016**

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Required Text

Anderson, Donald L. 2015. *Organization Development: The Process of Leading Organizational Change* (3rd ed.). Los Angeles: Sage.

Course Description

The course focuses on planned change to improve an organization's problem-solving and renewal processes, particularly through a more effective and collaborative management of the organization culture. Students will work with an organization to provide an overall organizational assessment detailing recommendations for improvement. This will include an overall internal assessment of the organization's processes and culture. Students will learn how to carry out an organization development analysis of the organization and how to act as an external consultant to the organization. Recommendations will be made to management in a formal presentation. The class should be fun and engaging and give students an opportunity to do a real world field study that assists an organization in improving their position in the marketplace and their internal processes. Classes will start with contributions by students of news articles and other publications relevant to organizational development.

Semester Design

The course schedule will be followed as closely as possible. However, the instructor, in consultation with the students, does retain the right to alter the schedule during the semester if further attention is needed on any particular subject, or as current events or additional relevant topics suggest.

Confidentiality

Class participants, including the professor and guest practitioners, may present information that should not be shared with outsiders. This confidentiality about sources and contexts will create an open environment for discussion of organizational and individual matters related to the course content. You will be required to sign a confidentiality agreement prior to taking on a consulting assignment.

Academic Integrity

Anderson School of Management faculty, staff and students commit to values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty. By enrolling in any course at Anderson, the student accepts the Anderson Academic Honesty Code. Any violation of the code of conduct will be taken very seriously and appropriate sanctions will be applied. For full text of Anderson's Academic Honesty Code, please visit <http://www.mgt.unm.edu/honesty>.

ADA Statement

Reasonable accommodation will be given to any individual with a legitimate disability. Please contact the instructor privately for arrangements. If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me as soon as possible so that we may make appropriate arrangements to meet your needs in a timely manner. Frequently, we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats.

Exams

Two exams will be given during the course. The exams will cover material from both the readings and the lectures. The exams will encourage students to integrate the course concepts with their experiences and practical application.

Organizational Analysis Project and Presentation

The project provides an opportunity to practice specific skills such as structured interviewing, questionnaire construction, active listening, and data collection and analysis in an organization. The project will expose students to the realities of organizational analysis, allow an opportunity to experience report writing and presentation skills intended to influence management thinking and decision making, and provide an experiential basis for class discussion of problems and important elements associated with consulting and organizational interventions. The project will involve practical application of the course material. Due to the nature of the course and project, you will be required to spend some time outside of class working with your group, interviewing members of the client organization, possibly preparing a survey, etc.

The project will be carried out in a small Project Group. The Project Group exists to give participants a "safe" environment in which to do action research and to provide a setting in which all members can learn about the dynamics of teamwork and organization development.

Students will be expected to analyze the organization and prepare a report and presentation to the host organization detailing the findings of their investigation along with recommendations for improvement. The final report should include a current profile of the organization including any relevant information related to its mission and purpose, size, and organizational structure. The key areas of interest to management that were explored and analyzed should be discussed along with the underlying factors relating to these areas. The methods used for data collection (interviews, questionnaire, focus groups, survey, etc.) should be attached. The description of the methodology for data collection should be specific and may include an appendix with the interview and/or survey questions included. Interpret the

data and results and relate them to the concepts, theories, and research you have learned in your program of study at the Anderson School. The final report should include a bibliography of resources used in preparing the presentation. The report should include specific recommendations to management.

In the oral presentation to the class, describe the above aspects of your analysis, plus evaluate and discuss your interactions with the organization. Describe any difficulties or problems encountered. Identify the roles that project group members played and how each person's role contributed to the organizational intervention. Distribute an organization development project outline, objectives, and contract of what was provided to the host organization. Incorporate a brief discussion of the strengths and weaknesses of the methodology used. Describe your own Project Group process in terms of the following issues: leadership, norms, stages of development, communication, and decision-making.

Class Assignments

There will be a few short reflective papers/journal, an application of the course material to a current organizational situation, and potentially other short assignments that will be required. More information on these assignments will be given in the class.

Class Participation and Attendance

Real learning takes place through discussion, reinforcement, and realistic application. Active participation in class is expected. Since one class constitutes one week of work, it is important that each student attend all class meetings. An absence is excused only if the instructor is notified prior to the class session. However, more than two excused absences can result in a lowered grade. Each unexcused absence will result in lowering a full grade.

Grading

Final grades will be computed on the following basis:

Exams	40%
Report and Presentation	30%
Class Assignments	20%
Participation	10%

SCHEDULE AND ASSIGNMENTS

Date	Topic	Readings
1/20	Introduction to Organization Development	A* – 1, 2
1/27	OD Practitioner Entering and Contracting	A – 5, 6
2/3	Data Collection Teams	A – 7
2/10	Feedback Cycle Power and Influence	A – 8
2/17	Values of OD	A – 3
2/24	Organizational Change	A – 4
3/2	EXAM 1	----
3/9	Individual Interventions	A – 9, 10
3/16	NO CLASS – SPRING BREAK	----
3/23	Team Interventions	A - 11
3/30	Large System Interventions Conflict Management	A – 12
4/6	Sustaining Change and Ending the Engagement Global Issues in OD	A – 13, 14
4/13	Future of OD	A – 15
4/20	EXAM 2	----
4/27	<i>Practice presentation in class</i>	----
5/4	<i>Presentation to organization</i>	
5/11	FINAL REPORT DUE	12:30-2:30 p.m.

* A = Anderson text