



# Lincoln University

## BA 423 – Organizational Development

### COURSE SYLLABUS

2018

- Instructor:** Prof. Walter Kruz, PhD  
**Lecture Schedule:** Sat 12:30-3:15 PM  
**Credits:** 4 units: 3 units / 45 lecture hours + 1 unit individual research project  
**Level:** Mastery 2 / Research (M2R)  
**Office Hours:** Sat, 11:15 AM – 12:15 PM  
**e-mail:** [wkruz@lincolnuca.edu](mailto:wkruz@lincolnuca.edu)  
**Textbooks:** Organization Development, 3rd edition, Sage Publications, 2015, by D. Anderson ISBN:978-1-5422-9157-4

**Last Revision:** February 3, 2018

#### CATALOG DESCRIPTION

The course includes theoretical and experiential coverage of this management discipline. It aims to improve the organization's culture and its human and social processes through a systematic change program. Both behavioral science and intuitive based assessment techniques are examined to give an integrated approach to organizational development; use of cases and role-play exercises. A one-unit written research project and its oral presentation are required for the course. (4 units)

*Prerequisite:* BA 302

#### EDUCATIONAL OBJECTIVES

By completing the course, students will achieve a comprehensive understanding of classical and contemporary organization development techniques used to effect individual, team, and organizational change in the rapidly changing global business environment.

**COURSE LEARNING OUTCOMES<sup>1</sup>**

	<b>Course LO</b>	<b>Program LO</b>	<b>Institutional LO</b>	<b>Assessment Activities</b>
1	Demonstrate an ability to implement a culture of continuous evidence-based improvement within an organization	PLO 2	ILO 3c, ILO 4c, ILO 6c, ILO 7c	Homework, tests, course project
2	Be able to design and conduct research on topics related to organizational development.	PLO 2	ILO 3c, ILO 4c, ILO 6c, ILO 7c	Individual research project
3	Demonstrate an ability to effectively formulate organization development strategy in alignment with ethical and CSR priorities.	PLO 4	ILO 3c	Homework, tests, course project
4	Implement open communication strategy on all levels of organization.	PLO 5	ILO 1c, ILO 2c	Homework, tests, course project

**METHODOLOGY**

*This is a direct classroom instruction course.*

This class offers a highly interactive learning environment. All students will participate in class discussions, research findings, and class exercises. Short oral presentations may also be assigned. Assignments will be given weekly and may consist of textbook exercises and research questions. Attendance is highly encouraged as exams include questions from class discussions.

Students will benefit from using a laptop and calculator although these devices are not allowed during exams.

Assignments and projects require students to actively use resources of the library. Detailed guide to business *resources of the library* as well as the description of Lincoln University approach to *information literacy* are available at the [Center for Teaching and Learning](http://ctl.lincolnuca.edu) website (ctl.lincolnuca.edu).

**STANDARDS**

Standards for this class are similar to those found in professional organizations. Punctuality and deliverables are very important. All assignments are due on the date indicated and collected during the first 10 minutes of the class. Late assignments will not be collected or graded. Make-up exams are allowed only due to a documented medical excuse. Students are encouraged to study and work in groups for enhanced learning.

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<sup>1</sup> Detailed description of learning outcomes and information about the assessment procedure are available at the [Center for Teaching and Learning](http://ctl.lincolnuca.edu) website (ctl.lincolnuca.edu).

**COURSE PROJECT**

Project work, if assigned, is designed to familiarize students with the practices necessary to effect organization development. Projects may be assigned individually or as a group. If as a group, grade is the same for all members. Drafts may be evaluated on an agreed upon schedule during the semester. Final deliverable will be turned in as a hard copy. Plagiarism is not allowed; all sources must be referenced. APA standard is encouraged.

**TESTING**

Typically, the class will consist of two or three exams of equal weight as well as homework and quizzes throughout the semester. All exams are individual deliverables. They consist mostly of short answers related to the material being discussed and some. The exam format is closed book with no electronic devices allowed.

**GRADING POLICY**

Quizzes, homework assignments, exams, and the project allow students to accumulate points throughout the semester. These total earned points are added and compared against the total possible as a percentage.

Exams and Course Project are typically worth 100 points each (~ 50% of the total points). Homework and quizzes are worth 5-10 points each (~ 25% of the total points). Individual research project is worth 25% of the final grade. Assuming that 2 exams, one course project, one individual research project and 10 homework and quiz assignments are given, this will mean a total possible of 400 points can be accumulated. The student's grade will be calculated as follows:

Grade = Student's score / Total possible points = %

A final grade is then assigned as follows:

95 – 100%	A
90 – 94%	A-
87 – 89%	B+
84 – 86%	B
80 – 83%	B-
76 – 79%	C+
70 – 75%	C
66 – 69%	C-
60 – 65%	D
Less than 59%	F

**CLASSROOM PROTOCOL**

Students are expected to arrive on time and be prepared to participate. Laptop use is allowed only for a class purpose. No cell phones allowed.

**COURSE SCHEDULE**

This is a proposed schedule. It may change according to class progress or student interests.

<b>Week</b>	<b>Topic</b>	<b>Activity</b>
Wk 1	Chapter 1 – Org development	Lecture, exercises
Wk 2	Chapter 2 – History Org Development	Lecture, exercises
Wk 3	Chapter 3 – Core Values	Lecture, exercises
Wk 4	Chapter 3 – Forecasting	Lecture, exercises
<b>Wk 5</b>	<b>Review</b>	<b>Exam #1</b>
Wk 6	Chapter 4 – Foundations OD	Lecture, exercises
Wk 7	Chapter 5 & 6 – OD Practitioner	Lecture, exercises
Wk 8	Chapter 7 – Data Gathering	Lecture, exercises
Wk 9	Review	Exam #2
Wk 10	Chapter 9 – Interventions	Lecture, exercises
Wk 11	Chapter 10 – Individual Interventions	Lecture, exercises
Wk 12	Chapter 11 – Team Interventions	Lecture, exercises
Wk 13	Chapter 12 – Multiple Interventions	Lecture, exercises
Wk 14	Chapter 13 – Ending Engagement	Lecture, exercises
<b>Wk 15</b>	<b>Review</b>	<b>Exam #3</b>

**FACULTY INFORMATION**

Dr. Kruz is an industry consultant. His expertise includes operations, business, and project management in various industries. He actively conducts business research, is a published author, and a member of various industry organizations.