I. IDENTIFYING INFORMATION

Course: MGT 649
Course Title: Seminar in Organizational Development
EPN: 22246594
Term: Fall II
Location: Fort Riley Center
Course Dates: 10/3, 10/4, 10/17, 10/18, 10/31, 11/1/2014
Course Days and Times: Fri 6:00PM-10:00PM; Sat 8:00AM-5:00PM;
Prerequisites: Admission to MBA or permission of MBA director.

Blackboard:
Blackboard is a web-based learning management system licensed by CMU. Within Blackboard, a course website, also known as a shell, is automatically created for every CMU course. Face-to-face courses may or may not incorporate Blackboard, whereas Blackboard course shells are always used for online courses and will be available to you prior to the course start date. Seeing the course shell listed in Blackboard with unavailable adjacent to its title is an indication that your instructor has not made it available and is in no way indicative of registration status. To access Blackboard, open a web browser and enter https://blackboard.cmich.edu/webapps/login/. After the site loads, enter your CMU Global ID and password in the respective spaces provided. Click the "login" button to enter Blackboard and then the link to the appropriate course to enter the course's Blackboard shell. If you need assistance, contact the IT Helpdesk at 989-774-3662 / 800-950-1144 x. 3662. Self-guided student tutorial resources are also available at https://blackboard.cmich.edu/webapps/login/.

Instructor: Gilbert Mayhugh
Primary Phone Number: 703-754-9211 (H): 703-328-0793 (Mobile)
Secondary Phone Number: N/A
E-Mail Address: mayhu1gm@cmich.edu
Availability: 10am to 3:30pm (W): 6:30 to 8:30pm (H)

Academic Biography:
Dr. Mayhugh is President of The Mayhugh Group, Inc. --A consulting firm that works with corporate and public sector leaders and their teams in building high performance organizations. He has led executive teams through complex change strategies with dramatic results and improved competitiveness. He has managed, consulted, and instructed in areas such as the Baldrige criteria, customer relationship management, leadership, planning and strategy development, organizational development and change, knowledge management, human resource management systems, benchmarking, re-engineering, team development, cultural change, and metrics. Dr. Mayhugh is a Colonel, USAF, Retired, and held the position of Director, Enterprise Planning and Integration Group with the Computer Sciences Corporation. Prior to CSC, he was a Senior Quality Executive with the Federal Quality Institute.

II. TEXTBOOKS AND INSTRUCTIONAL MATERIALS

Order books from MBS at http://bookstore.mbsdirect.net/cmu.htm

Textbooks and Course Materials:

Title: Managing Transitions
Author: William Bridges
Edition: 3rd Edition
ISBN: 13 978-0-7382-1380-4
Publisher: Da Capo Press
Required: Yes
III. COURSE DESCRIPTION
The processes, tools, and techniques of organization change. Organization Development (OD) is a study of planned change in order to improve firm’s effectiveness and efficiency.

IV. COURSE GOALS AND OBJECTIVES
Upon successful completion of this course, the students will be able to:

- Explore how organizations adapt to changes in new markets, new technology, new motivations and sentiments, and increasing need for change.
- Identify the symptoms, problems, and causes of organization ineffectiveness.
- Identify and analyze the antecedents of organization change (i.e., the issues which must be addressed in preparing an organization to undergo significant changes).
- Apply the major frameworks (templates) and diagnostic models and techniques used in change management programs.
- Examine the roles, functions, skills, and challenges of change managers and consultants.
- Analyze the relative effectiveness of the major approaches to intervention in an organization for the purpose of changing its culture, climate, and processes (both social and technical).
- Apply methods which may motivate employees toward high performance through the manipulation of individual, group, and organization structural and behavioral processes.
- Choose an appropriate intervention technique and applying it in a step-by-step fashion in an organization setting and identifying potential positive and negative consequences.

V. METHODOLOGY
Lecture, discussion, team projects, problem-solving exercises, research paper and contributions in class. Assigned oral reports/presentations. Selected audio visual aids.

VI. COURSE OUTLINE/ASSIGNMENTS
Pre-Class Assignment:
Read all pre-reading assignments listed prior to coming to class on each weekend. Students should refer to assignments listed in this syllabus. Begin to search for Organization Development and Change web sites using Google.com or other search engines for research in this area of study. For key words to use, review the topical index in either of the required readings for ideas. Other ideas can be found in articles and magazines in the Organization Development and Change discipline or a related field of study.

Course Outline:
ASSIGNMENTS AND EXAMS:

1. Article Summary and Oral Report. (DUE FIRST WEEKEND: SEE READING LIST FOR SCHEDULE) Prepare a two-page, typewritten, double-spaced summary of a substantive article on Organization Development from a major newspaper, journal, or web-site. Prepare a five to ten minute oral presentation, after which you will respond to questions on the subject from the class. The two-page summary and oral report should cover the main points in the article in your own words and indicate why it is important and newsworthy. Presentations will be made the first and second weekends. Search the web for information using the Google search engine to find repositories of information for an article or research periodicals or newspapers. See some ideas for topics from the American Society for Training and Development (ASTD), International Personnel Management Association (IPMA), and other websites. Some additional websites are: www.brint.com; www.opm.gov; and www.nist.gov. Some of the journals to consider reviewing for articles are: Fortune, Harvard Business Review, Sloan Management Review, Technology, Fast Company, CIO Magazine, Information Week, and Training. Criteria for grading will be:
   - Significance of topic,
   - Adds value to learning for colleagues, and
   - Presentation is clear and paper is organized well.

2. A research paper on a selected organizational development (OD) topic or a critical analysis of an OD related book will be required (5 pages typed and double spaced). Research references are required using APA. Each student within their small team will make oral presentations to their team members and selected papers from the team may be presented to the entire class. A one-page summary of your paper should be handed out to each class participant. One copy of the paper should be provided to the instructor and one copy should be posted in Blackboard (Bb). Criteria for papers will be:
   - Organization and depth of understanding of paper topic
   - Relating your learning from research or book analysis to OD principles
   - Referencing key points from sources used

3. Case presentations from Anderson text will be required of all teams (2 or more individuals). Assigned cases from Anderson text will be given by the instructor and/ or selected by the teams.
   - Clear understanding of Case issues
   - Discussion of issues using OD principles
   - Teamwork in preparing and presenting the Case

5. Teams will be assigned chapters from the Bridges text to present to the class. Understanding the transition process will be important in systemic organization change. Criteria used for grading is:
   - Clear understanding of the chapter content
   - Able to explain concepts and give examples
   - Teamwork was demonstrated in sharing with the class

4. A group visit is required to a private sector or federal agency’s organization development office, strategic planner, knowledge management office, human capital office, information technology office, or quality management office. Students will make oral presentations on their findings related to the visit/ interview. The presentation should include strengths, areas needing improvement, and recommendations for the organization as they are planning or implementing change in the organizational development and change context area. A two-page point paper (bulleted) should be handed out to all students at the presentation. Criteria for grading will be:
   - Clear understanding for what team learned from the visit
   - Good analysis of strengths and areas for improvement from the visit
   - Relating learning from site visit to OD principles

5. Final Exam will be short essay questions or a case study

6. Teams will be formed for the course requirements.

7. Students will be assessed for the contributions made by class participation.

Reading Assignments for the Three Weekends

**FIRST WEEKEND**

*Anderson Text: Chapters: (1 - 7)*
Preface

Chapter 1--What is Organization Development
Chapter 2—History of Organization Development
Chapter 3---Core Values and Ethics of Organization Development

Case Study 1: Analyzing Opportunities for Organization Development Work at Northern County Legal Services, Page 62

Chapter 4—Foundations of Organizational Change
Chapter 5—The Organization Development Practitioner and the Consulting Process
Chapter 6—Entry and Contracting
Chapter 7—Data Gathering

Case Study 2: Proposing a Data Gathering Strategy At AeroTech, Inc., Page 153

Bridges Text: Chapters: (1 -5)
Chapter 1--It Isn't the Changes That Do You In
Chapter 2--A Test Case
Chapter 3--How to Get People to Let Go
Chapter 4 Leading People Through the Neutral Zone

SECOND WEEKEND
Anderson Text:: Chapters: (8 - 12)
Chapter 8--Diagnosis and Feedback
Chapter 9--An Introduction to Interventions
Chapter 10-Individual Interventions

Case Study 4: Individual Type Styles at the Parks Department, Page 229
Chapter 11-Team Interventions

Case Study 5: Solving Team Challenges at DocSystems Billing, Inc., Page 267

Chapter 12-Whole Organization and Multiple Organization Interventions

Case Study 6: Reorganizing Human Resources at ASP Software, Page 333
Case Study 7: The Future of the Crossroads Center, Page 339

Bridges Text: Chapters: (6-9)
Chapter 6--Transition, Development, and Renewal
Chapter 7--How to Deal with Nonstop Change
Chapter 8--A Practice Case
Chapter 9--Conclusion

THIRD WEEKEND
Anderson Text:: Chapters: (13-14)
Chapter 13-Sustaining Change, Evaluating, and Ending an Engagement
Chapter 14-Global Issues in Organization Development
Chapter 15-The Future of Organization Development

In Addition:
* Finish remaining chapters, group presentations and cases not completed during the first two weekends.
* Teams make oral presentations of research reports or critical book analysis reports.
* Teams make oral presentations of company or agency visits
Assignment Due Dates:
* Research Paper or Book Analysis plus One Page Summary: Friday (3rd weekend)
* Organization Visit and Point Paper: Saturday (3rd weekend)
* Final Exam: Saturday (3rd weekend)

Post-Class Assignment:
None Required

Student Involvement Hours:
Attendance at each session is required. Points may be subtracted for not attending class or additional assignments will be assigned to demonstrate knowledge for time missed (by permission of instructor).

VII. CRITERIA FOR EVALUATION

Evaluation Criteria:
Assigned work will be submitted on the date requested. Attendance and participation in class is required and expected. Article presentations (10%), company visit and presentation (30%), research paper or book analysis (30%), Final Exam (20%), case presentations from Anderson OD text (10%).

Grading Scale:
The grading scale is listed below. The Graduate School allows grades from "A" through "C-" and "E" Following is the grading scale to be used: Please note that a "C-" will not count towards a graduate degree.
94-100 A; 90-93 A-; 87-89 B+; 84-86 B; 80-83 B-; 77-79 C+; 74-76 C; 70-73 C-; <70 E.

Late Assignments:
Assignments are to be submitted when stated in the syllabus. For an emergency, the student must coordinate with instructor in advance, if possible.

Make-ups and Rewrites:
There will be no make-ups for assignments, unless approved by the instructor in advance.

VIII. EXPECTATIONS

Attendance and Participation:
Students are expected to be at every class. Being on time is important also.

Academic Integrity:
Because academic integrity is a cornerstone of the University's commitment to the principles of free inquiry, students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in their areas of study. Written or other work which students submit must be the product of their own efforts and must be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism and other forms of dishonest or unethical behavior, is prohibited. A breakdown of behaviors that constitute academic dishonesty is presented in the CMU Bulletin (https://bulletins.cmich.edu/).

Student Rights and Responsibilities:
Each member of the Central Michigan University community assumes an obligation regarding self conduct to act in a manner consistent with a respect for the rights of others and with the University's function as an educational institution. As guides for individual and group actions within this community, the University affirms the general principles of conduct described in the Code of Student Rights, Responsibilities and Disciplinary Procedures at https://www.cmich.edu/ess/studentaffairs/Pages/Code-of-Student-Rights.aspx.

IX. SUPPORT SERVICES AND OTHER REQUIREMENTS

Global Campus Library Services (GCLS)
CMU offers you a full suite of library services through its Global Campus Library Services (GCLS) department. Reference
librarians will assist you in using research tools and locating information related to your research topic. The library's Documents on Demand office will help you obtain copies of the books and journal articles you need. Check out the GCLS website at [http://gcls.cmich.edu](http://gcls.cmich.edu) for more information.

**Reference librarian contact information:**
1. By phone: (800) 544-1452.
2. By email: oclsref@cmich.edu
3. By online form: [http://www.cmich.edu/library/gcls/Pages/Ask-a-Librarian-Request-Form.aspx](http://www.cmich.edu/library/gcls/Pages/Ask-a-Librarian-Request-Form.aspx)

**Documents on Demand office contact information:**
1. By phone: (800) 274-3838
2. By email: docreq@cmich.edu
3. By fax: (877) 329-6257
4. By online form: [http://www.cmich.edu/library/gcls/Pages/Documents-on-Demand.aspx](http://www.cmich.edu/library/gcls/Pages/Documents-on-Demand.aspx)

**Writing Center**

The CMU Writing Center is a free online service for all CMU students, providing help with grammar, citations, bibliographies, drafts, and editing of academic papers. Suggestions and feedback are typically provided within two business days. For additional information and to submit work, visit [http://webs.cmich.edu/writingcenter/](http://webs.cmich.edu/writingcenter/)

**Mathematics Assistance Center**

The CMU Mathematics Assistance Center provides free tutoring in mathematics and statistics to students enrolled in select courses. Tutoring is available online and via telephone. To see what courses qualify and to register with the Math Assistance Center, visit [http://global.cmich.edu/mathcenter/tutoring-request.aspx](http://global.cmich.edu/mathcenter/tutoring-request.aspx).

**ADA**

CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact Susie Rood, Director of Student Disability Services at (800) 950-1144, extension 3018 or email her at sds@cmich.edu, at least 4 weeks prior to registering for class. Students may find additional ADA information and forms at [https://www.cmich.edu/ess/studentaffairs/SDS/Pages/default.aspx](https://www.cmich.edu/ess/studentaffairs/SDS/Pages/default.aspx).

Note to faculty: CMU Administration will notify you if applicable; otherwise, the student will provide a "Notification Letter to the Instructor" outlining the accommodations the student is approved to receive.

**X. BIBLIOGRAPHY**

Bibliography

Syllabus

For additional references, go to the following website for the Organization Development Bibliography: http://www.odcanada.org/site/odbib_by_mf.pdf. Also explore other websites for more references in OD and related fields.
Welcome to CMU Fort Riley!

The Education Center houses our office and most of our classrooms. It is located at 211 Custer Avenue. Occasionally, classes will be held in building 215, right next to 211.

Weather: We follow the garrison weather policies - please check the garrison site at http://www.riley.army.mil/About-Us/Weather/ for updates. If post closes down, we work from home on laptops, and check our voicemails. Our office hours also follow any delays that are mandated.

Cancellations/rescheduling: 24 hours before class we will email your cmich.edu email if a class is rescheduled due to weather, and we will update the office voicemails to match the message.

Office contact info: Office number: 785-784-4402 or 785-239-8238. Email: fort.riley@cmich.edu. Office hours: Monday - Friday 8:00 AM - 4:30 PM. The office is closed on all U.S. Federal Holidays.

First night of class: The Fort Riley Program Administrator will work until 6:15 PM the first Friday night of each class, to be available for questions and to make announcements. Please be in your seats by 5:45 PM the first night of class, so we do not impact the instructors class time.

Military Installation Access: Visitors without a DOD ID card who wish to enter Fort Riley are reminded that a temporary Fort Riley Access Pass or Badge is required. If you know the exact date of your visit, it is HIGHLY RECOMMENDED to get a temporary pass or badge early by stopping by the Visitor Control Center or emailing http://www.riley.army.mil/About-Us/Weather/. Emails will be answered within 48 hours Mon-Fri and 72 hours if received Sat-Sun. Please note there are longer wait times for passes during periods of higher traffic - especially weekday mornings and weekday afternoons-when Soldiers and civilian employees are traveling to work and physical fitness activities. If you're unable to get a pass early, make sure to allow extra time the day of your visit to get through processing at the Visitor Control Center. The Visitor Control Center (Bldg 885) is located just prior to the Henry Gate Access Control Point (Exit 301, U.S. Interstate Highway 70) and is open 24 hours a day, 7 days a week.

In order to comply with federal Real ID Act standards, as of March 1, Fort Riley requires additional identification for visitors with a driver’s license from the following states: Illinois, Minnesota, Missouri and Washington For a full list of acceptable forms of ID click here.