



General Class Information

Instructor Name and Contact Information: David R. Penkrot Email: dp9u@virginia.edu
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Subject Area and Catalog Number: Human Resources Management HR 4030

Year and Term: Spring 2015

Class Title: Organizational Change and Development

Pre-requisite: HR 4010 or with instructor or program director permission

Level (Graduate or Undergraduate): Undergraduate

Credit Type: 3 Credits

Class Description: This course analyzes the key concepts and theories in organizational behavior and organizational development. It focuses on the student's development of the diagnostic skills necessary to effectively manage organizational change. This course deals with specific issues such as downsizing, upsizing, mergers and acquisitions, and the inclusion of an international workforce into a "new" corporate culture.

Required Text (Include ISBN, specific edition):

Organizational Theory, Design, and Change, 7/E

Gareth R. Jones

ISBN-10: 0132729946 • ISBN-13: 9780132729949

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Course Objectives

Upon successful completion of this course, students will be expected to:

1. Evaluate definitions, theories, and models of corporate culture.
2. Identify the roles and relationships corporate culture has in organizational performance.
3. Use a systems perspective in analyzing organizational conditions.
4. Evaluate theories and models for managing change in organizations.
5. Identify common barriers to effective change management.
6. Prescribe appropriate OD strategies and techniques in applied settings.

Assessment Components:

This course will be conducted as an online course over a period of approximately 14 weeks. The weekly course requirements which will be provided each week online in the Course Syllabus will consist of reading assignments from the selected course textbook, review of chapter notes, and online power-point presentations. In addition, students will participate in live online sessions (four in our class) and Discussion Board/Discussion Forum (four in our class) in response to articles from current periodicals. There will also be a midterm examination, a final

examination, and a course term paper. Each exam will consist of essay questions prepared in advance and an online examination. Finally, the evaluation for our class will also be accessible through UVaCollab.

Class Specific Information

LIVE (SYNCHRONOUS):

LIVE Session No. 1: Week of 02/01/2015

LIVE Session No. 2: Week of 02/22/2015

LIVE Session No. 3: Week of 03/15/2015

LIVE Session No. 4: Week of 04/12/2015

ONLINE (ASYNCHRONOUS):

Discussion Board / Discussion Forum No. 1: Week of 02/15/2015

Discussion Board / Discussion Forum No. 1: Week of 03/08/2015

Discussion Board / Discussion Forum No. 1: Week of 03/22/2015

Discussion Board / Discussion Forum No. 1: Week of 04/05/2015

Midterm Exam: Must be completed no later than March 15, 2015 (Online Exam and Essays)

Final Exam: Must be completed no later than April 19, 2015 (Essays) and April 25, 2015 (Online Exam)

Course Term Paper: Must be completed no later than April 15, 2015

Required Technical Resources and Technical Components: There are no additional resources or technical components required for this course. All other resources will be provided by the instructor.