****

**Class Overview**

**Instructor:** Dr. Nicole Runyon, SHRM-SCP, SPHR, MSA, PhD

Online Office Hours: By request, online or by telephone

Phone: 206-888-4305

Email: [nar9v@virginia.edu](mailto:nar9v@virginia.edu)

**Subject Area and Catalog Number:** HR 5050

**Year and Term:** Spring 2016: January 25th – May 6th , 2016

**Class Title:** Organization Change and Development

**Level:** Graduate

**Credit Type:** 3.0

**Class Description:**

Enables the student to understand the behavioral concepts and theories that form the foundation of organizational development, the process of change management, and the organizational development techniques and interventions designed to improve organization effectiveness. Explores such concepts and processes as power and influence, conflict, inter-group behavior, decision-making, and communication.

The goal of the course is to prepare students to improve organization effectiveness through skilled management of the dynamic factors that influence human behavior within organizational settings. The course provides students with an understanding of the social, structural, and process aspects of organizational systems as they affect, and are affected by individuals, groups, and the environment.

The course enables the student to understand the behavioral concepts and theories that form the foundation of Organization Development (OD), the process of change management, and the OD techniques and interventions designed to improve organization effectiveness. Concepts and processes, such as power and inflation, conflict, inter-group behavior, decision-making, communication, teams, and leadership are examined in terms of their relationship to organization effectiveness.

Beyond these understandings, the student will develop skills to apply the concepts, theories, and techniques to individual, and one group, case studies, an organization diagnosis using an approved model and, ultimately, to actually become a catalyst to change within his or her work organization

**Required Text**:

Cummings, T.G., and Worley, C.G. (2009/2015) *Organization development & change,* (10th ed.). Stamford: Cengage Learning.

ISBN-10: 1133190456 | ISBN-13: 9781133190455

Other suggested texts and recommended articles will be included online throughout the semester.

**Learning Outcomes:**

Upon completion of the course, the student will be able to:

* Develop an understanding of how OD tools, methods, and techniques are used to assess the nature of an organization, its people, and its decision-making processes.
* Link individual and group skills to the attainment of strategic business goals and objectives.
* Build a comprehensive process for designing an intervention plan to build group and individual skills.
* Select among the techniques available to practitioners to gain commitment by management to support OD initiatives.
* Use team development and intervention strategies to enhance team performance

**Delivery Mode Expectations:**

This course will be delivered completely online. This includes asynchronous discussions, assignments, individual projects and presentations, and case studies.

Online classes can be as dynamic and learning centered as in-class courses. This course is designed to provide multiple opportunities for learning using a variety of tools and assessments.

Asynchronous activities are available 24 hours/day. All assignments, articles and other information will be posted online. Online assignments, including discussion forums, Q/A sessions and group projects will be completed online. Discussion questions about the week’s topic and follow up dialogue will be posted.