The University of Oklahoma  
College of Continuing Education  
Advanced Programs – Course Syllabus

Course Title:  
Organizational Change & Development

Course Number:  
HR 5043-220

Course Description:  
Organizational Change and Development is one of the most significant ongoing challenges of organizational management. This course covers: 1) the history of organization development (OD), 2) the values and assumptions of OD, 3) OD interventions, and 4) issues of power and conflict in OD. Special attention will be given to the issue of strategic planning and conflict resolution.

Class Dates, Location and Hours:  
Dates: April 17-22, 2012  
Location: Lajes, The Azores, Bldg. T-146 on Lajes Field. See site director for classroom location.  
Hours: Tue-Fri 6:00-9:30 p.m.; Sat-Sun 8:30 a.m.-4:30 p.m.  
Last day to enroll or drop without penalty: March 19, 2012

Site Director:  
Christina Adams. Lajes Education Center. Phone: DSN 314-535-3171; CIV 011-351-295-57-3171 (ask operator for ext. 3171); E-mail: aplajes@ou.edu

Professor Contact Information:  
Course Professor: Jorge L. Mendoza, Ph.D.  
Mailing Address: Psychology Department  
University of Oklahoma  
Norman, OK 73019  
Telephone Number: (405) 325-4511  
Fax Number: (405) 325-4737  
E-mail Address: jmendoza@ou.edu  
Web Address: http://www.ou.edu/faculty/M/Jorge.L.Mendoza-1  
Professor availability: The professor will be available via e-mail to students before and after the class sessions. On-site office hours are half an hour before and after each class session, by appointment.

Textbook(s) and Instructional Materials:  
Student materials are available at the Follett/AP Bookstore located in the Oklahoma Memorial Union, 900 Asp Ave., Norman, OK. Orders can be placed online at www.oklahomaunion.bkstr.com or by telephone at 866-369-9713 (toll free in the U.S.) or 405-325-5960 (outside the U.S.). E-mail orders may be sent to oklahomaunion@bkstr.com. Representatives are available from 8 a.m. to 6 p.m. CST Monday through Thursday and 8 a.m. to 5 p.m. CST on Friday. Summer hours: 8 a.m. to 4 p.m. CST. Faxed orders may be placed 24 hours a day to 866-223-5607 (toll free in the U.S.) or 405-325-1557 (outside the U.S.).


Note: The Follett/AP Bookstore is the Advanced Programs contractual textbook provider. Should text changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text returns/refunds only for texts purchased through the Follett/AP Bookstore.

**Course Objectives:**

The central learning objectives are to understand:
- the underlying values of organization development;
- how Action Research supports those values;
- how “OD practitioners are the principal instrument”;
- the strengths and limits of all techniques;
- the importance of process in organization life;
- how power and politics operate in organizations;
- how change in open systems engenders conflict at every level of analysis; and
- how the methods of OD can assist in coping with change and interpersonal, group, and organization antagonisms.

**Course Outline:**

1. The Field of Organization Development
2. History of Organization Development
3. Values, Assumptions, and Beliefs in OD
4. Team Interventions
5. Intergroup and Third-Party Peacemaking
6. Managing Change
7. Strategic Planning
8. Culture and Climate
9. Power, Politics, and Development
10. General Process Concerns
11. Quality of Work Life and the Future of OD

**Assignments, Grading and Due Dates:**

**Pre-Class Reading:**

Do customary pre-class reading before the class meets. Have some sense of OD, what it is, what it is used for, and how it is participatory, involves employees, and gives workers effective voice; meaning, in the end, it is optimistic about what people can do.

**Pre-Seminar Assignment:**

A 5-7 page, double-spaced paper due at first class meeting detailing how organizational culture, psychology, risk, support, communication, and readiness, affect organizational change. 50% of grade.

**Final exam:**

Essay. Take Home. Dates to be discussed in class.

**Grading:**

This is a letter-graded course: A, B, C, D, or F.

NOTICE: Failure to meet assignment due dates could result in a grade of I (Incomplete) and may adversely impact Tuition Assistance and/or Financial Aid.
POLICIES AND NOTICES

Attendance/Grade Policy

Attendance and participation in interaction, individual assignments, group exercises, simulations, role playing, etc. are valuable aspects of any course because much of the learning comes from discussions in class with other students. It is expected that you attend all classes and be on time except for excused emergencies.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. Unavoidable personal emergencies, including (but not limited to) serious illness; delays in getting to class because of accidents, etc.; deaths and funerals, and hazardous road conditions will be excused.

If you are obtaining financial assistance (TA, STAP, FA, VA, Scholarship, etc.) to pay all or part of your tuition cost, you must follow your funding agency/institution’s policy regarding “I” (Incomplete) grades unless the timeline is longer than what the University policy allows then you must adhere to the University policy.

Students who receive Financial Aid must resolve/complete any “I” (Incomplete) grades by the end of the term or he/she may be placed on “financial aid probation.” If the “I” grade is not resolved/completed by the end of the following term, the student’s Financial Aid may be suspended make the student ineligible for further Financial Aid.

Students are responsible for meeting the guidelines of Tuition Assistance and Veterans Assistance. See the education counselor at your local education center for a complete description of your TA or VA requirements.

Academic Honesty

Honesty is a fundamental precept in all academic activities and … [you] have a special obligation to observe the highest standards of honesty. Academic misconduct in any form is inimical to the purposes and functions of the University and is therefore unacceptable and is rigorously proscribed. Academic misconduct includes:

- cheating (using unauthorized materials, information, or study aids in any academic exercise), plagiarism, falsification of records, unauthorized possession of examinations, intimidation, and any and all other actions that may improperly affect the evaluation of a student’s academic performance or achievement; assisting others in any such act; or attempting to engage in such acts.

All acts of academic misconduct will be reported and adjudicated as prescribed by the student code of the University of Oklahoma. All students should review the “Student’s Guide to Academic Integrity” found at http://www.ou.edu/provost/integrity

Accommodation Statement

The College of Continuing Education [Advanced Programs] is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your OU Site Director.

Course Policies

Advanced Programs policy is to order books in paperback if available. Courses, dates, and professors are subject to change. Please check with your OU Site Director. Students should retain a copy of any assignments that are mailed to the professor for the course.

Copyright

Any and all course materials, syllabus, lessons, lectures, etc. are the property of professor teaching the course and the Board of Regents of the University of Oklahoma and are protected under applicable copyright.

For more information about Advanced Programs, visit our website at: http://www.goou.ou.edu/
INSTRUCTOR VITA
Jorge L. Mendoza, Ph.D.

Education
- 1970 BS in Psychology, University of Illinois
- 1970-1974 MS and Ph.D. in Psychology, University of Oklahoma, Norman, Oklahoma

Current Positions
- Advanced Programs Professor since 1996
- Professor of Psychology and Director of the Industrial Psychology Program, University of Oklahoma

Frequently Taught Advanced Programs Courses
- HR 5113 Organizational Behavior in Human Relations
- HR 5033 Leadership in Organizations
- HR 5023 Research in Human Relations

Major Areas of Teaching and Research Interest
- Psychological Measurements and Statistics (Validation, Structural Equations, Biodata, Selection Procedures)
- Organizational Behavior (Motivation, Leadership, Service Orientation)

Representative Publications and Presentations
Representative Honors and Awards Received

- Fellow (Division 5) American Psychological Association
- Fellow of the American Educational Research Association
- Chair, American Psychological Association, Division 5 Membership Committee (1994)
- President (1991) - Educational Statistician. (Special Interest Group of the American Educational Research Association)
- President - Southern Society for Multivariate Experimental Psychology, 1977-1978
- APA Committee on Psychological Tests and Assessment 1985-1987
- Proposal Reviewer NIH (Small Business Grants) 1987-1988
- NIH Special Reviewer (Behavioral Medicine Study Section) 1992