

**COURSE CODE:** BUAD 410

**COURSE TITLE:** Organization Change and Development

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### **Calendar Description**

Organizational Development is an applied behavioural science dedicated to improving organizations and their human resources through planned change and renewal processes. It involves systematic, planned interventions using behavioural science knowledge to improve organizational health and effectiveness. In this course students learn organization change consultancy models, facilitate seminars and use advanced critical thinking and case analysis skills.

**Prerequisite(s):** BUAD 262, 269, 340, 6 credits of CMNS or ENGL, fourth-year standing

**Co-requisite(s):** None

**Prerequisite For:** None

**Substitutable Courses:** None

**Graduation Requirement:** Elective - BBA, Human Resources Management option

**Transfer Credit:** N/A

**Special Notes:** None

**Credits:** 3

**Hours per Week:** 3

**Originally Developed:** December 2006

**EDCO Approval:** June 2011

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**CHAIR'S APPROVAL:**



- Outcome Upon completion of this course students will be able to:
- 1 **Analyze** the causes, types, and repercussions of change in organizations.
  - 2 **Explain** the links between strategy, structure, culture, and change and development.
  - 3 **Apply** the principles, methods, and tools of organizational development within the context of process consultation.
  - 4 **Demonstrate** an effective client consulting process.
  - 5 **Propose** diagnostic tools for identification of organizational problems.
  - 6 **Plan** interventions based on relevant organizational data and context.
  - 7 **Integrate** change management models and methods (strategic, structural, cultural, and human process interventions).
  - 8 **Assess** organizational development intervention outcomes.

### Course Objectives

- Objectives This course will cover the following content:  
See weekly course schedule below

### Professors

Name	Phone Number	Office	Email
Nathanael Massey (Course Captain)	ext. 4291	E227	<a href="mailto:nmassey@okanagan.bc.ca">nmassey@okanagan.bc.ca</a>

## Evaluation Procedure

### Individual Performance

Midterm Exam (Knowledge Exam)	35 %
Final Exam: Case Analysis	25 %

### Group Performance

Seminar Facilitation and Debrief	10 %
Team Canvas/Charter	5 %
Change Management Plan	25 %
<b>Total</b>	<b>100 %</b>

**The use of generative artificial intelligence tools is strictly prohibited in all course assignments unless explicitly stated otherwise by the instructor in this course. This includes ChatGPT and other artificial intelligence tools and programs. Whenever generative AI tools are permitted and used, they must be appropriately cited. (See How to cite ChatGPT (apa.org))**

## Required Materials

**Recommended:** Managing Organizational Change; A Multiple Perspectives Approach. (Palmer, Dunford, Buchanan) 4th Edition. McGraw Hill.

ISBN; Print: 9781260597950

Students may be required to purchase cases for Seminar Facilitation and Debriefs.

Additional materials such as journal articles or Canadian HBR Business articles will be provided on Moodle.

## Notes

Midterm Exam questions are based on assigned readings, lectures, and class discussions. (35%)

Student groups will be assigned to facilitate discussions on one selected weekly reading during the semester. (10%) Students who have an unexcused absence and/or do not participate in their peers' facilitated class discussions will be deducted 1 percentage point per facilitated session.

**Students must achieve an average of 50% on the individual components to pass the course. This will be calculated using an average**

## Course Schedule

(Subject to change at the discretion of the professor)

Date		Topic	Textbook
2025 Week of:			Chapter(s):
1	Sept 4	Course Orientation  Topic 1: Introduction to Change Management  Team Selection	Recommended reading: Chapter 1
2	Sept 11	Topic 1: Introduction to Change Management (Continued)  Introduction to Facilitating Weekly Readings  <i>Weekly Reading Facilitation (Professor led)</i>	Recommended reading: Chapters 2-3  See Moodle for Weekly Reading
3	Sept 18	<i>Group 1 - Weekly Reading Facilitation</i>  Topic 2: Change Management Models  Introduction to Individual Research Paper	Recommended reading for Topic 2: Chapters 5, 10  See Moodle for Weekly Reading
4	Sept 25	Topic 2: Change Management Models (Continued)  Introduction to Change Management Plan, including team selection and team canvas assignment  Topic 3: Preparing Organizations for Change and Change Diagnostics  <i>Group 2 - Weekly Reading Facilitation</i>	Recommended reading: Chapter 4  See Moodle for Weekly Reading
5	Oct 2	Topic 3: Preparing Organizations for Change and Change Diagnostics (Continued)  Topic 4: Strategy and Change Lenses  <i>Group 3 - Weekly Reading Facilitation</i>	Recommended reading: Chapter 6
6	Oct 9	Topic 5: Creating a Strategic Change Plan	Recommended reading: Chapters 7-8  See Moodle for Weekly Reading
7	Oct 16	Topic 6: Sustaining Change  <i>Group 5 - Weekly Reading Facilitation</i>	Recommended reading: Chapter 11  See Moodle for Weekly Reading
8	Oct 23	Topic 7: Organizational Development Methodologies  <i>Group 6 - Weekly Reading Facilitation</i>	Recommended reading: Chapter 9  See Moodle for Weekly Reading

9	Oct 30	Guest Presentation: TBD Midterm Preparation	
10	Nov 6	Midterm Exam	See Moodle for Weekly Reading
11	Nov 13	Change Management Plan Workshop	
12	Nov 20	Change Management Plan Group Presentations, Week 1	
13	Nov 27	Change Management Plan Group Presentations, Week 2	
14	Dec 4	Course Wrap-up: <ul style="list-style-type: none"> <li>• Peer Evaluations</li> <li>• Final Exam Preparation and Review</li> </ul>	

## Skills Across the Business Curriculum

The Okanagan School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

## Student Conduct

### What is the Disruption of Instructional Activities?

At Okanagan College (OC), disruption of instructional activities includes student “conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC”, as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

**Academic Honesty:** Students have a responsibility to read the [OC Academic Integrity Policy](#).

### What is Cheating?

“Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination.”

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

### What is Plagiarism?

Plagiarism is defined as “the presentation of another person’s work or ideas without proper or complete acknowledgement.” It is the serious academic offence of reproducing someone else’s work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

“Intentional plagiarism is the deliberate presentation of another’s work or ideas as one’s own.” Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.” “Unintentional plagiarism is the inadvertent presentation of another’s work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit.”

### What are the Students’ Responsibilities to Avoid Plagiarism?

Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors’ name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

“Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication *“Plagiarism Avoided; Taking Responsibility for your Work”*. This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The School of Business requires the use of the APA or MLA style but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 6<sup>th</sup> edition (2009)). A copy of the APA manual is available in the reference section and available for circulation from OC libraries. The library website has access to these two major citing styles.

### What are the Penalties for Plagiarism and Cheating?

The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.