



EXTENDED CAMPUS

COLLEGE of PROFESSIONAL
and CONTINUING STUDIES

HR 5043-301: Organizational Change and Development

Course Description:

This course will be thought-provoking, active, challenging, and (I hope) engaging. It will include a variety of activities including: a combination of pre-class reading and writing assignments, nonfiction videos, mini-lectures, case studies, group discussions, interactive exercises, small group activities, in-class group presentations. These activities involve participants in a broad range of conceptual, analytical, and behavioral skill-building efforts.

Class Dates, Location and Hours:

Dates: July 15 – 21, 2018

Location: Hangar 2, Room 202, Hickam AFB, Hawaii.

Hours: Sunday 8:30 a.m.-4:30 p.m.; Monday - Friday 6:00-10:00 p.m.; Saturday 8:30 a.m. - 12:30 p.m.

Last day to enroll or drop without penalty: June 16, 2018

Site Director:

Email: aphickam@ou.edu. Phone: 808-449-6364 (DSN & Commercial).

Professor Contact Information:

Course Professor: Marilyn A. Durbin, M.A., CPCC

Mailing Address: 502 Sequoyah Trail

Norman, OK 73071

Telephone Number: (405) 613-2710- (Cell)

Email Address: marilyn.a.durbin-1@ou.edu

Professor availability: The professor will be available via email 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 OU Follett Bookstore located at 1185 Asp Avenue; Norman, OK, and can be ordered online, by phone, by email, or by fax. Ordering online at <http://www.bkstr.com/oklahomastore/home> is strongly recommended – students can track the status of their order within 48 hours. If an order has not been shipped within three days, students can contact the Follett textbook manager by phone (405) 325-3511, (800) 522-0772 (toll-free) or email 0831mgr@fhg.follett.com. Phone orders (ask for the textbook manager and identify yourself as an Advanced Programs student) can be placed 8 a.m. to 6 p.m. Monday through Thursday; 8 a.m. to 5 p.m. on Friday; 10 a.m. to 4p.m. on Saturday (CST). Summer hours: 9 a.m. to 5 p.m. Monday through Friday (CST). Fax orders can be placed 24 hours a day at (405) 325-7770. Text prices are available online.

1. Cloke, K., & Goldsmith, J. (2002). *The end of management and the rise of organizational democracy*. San Francisco: Jossey-Bass. ISBN 9780787959128.
2. Quinn, R. (1996). *Deep change: Discovering the leader within*. San Francisco: Jossey-Bass. ISBN 9780787902445

3. Supplemental reading material will be distributed during the class.

Note: Follett 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 Follett.

Course Objectives:

As a result of this seminar, students will:

- Recognize several contemporary theories and concepts regarding organization development, effective leadership, organization development (OD) consulting practices, and the effective planning and management of organizational change.
- Distinguish between organization development (OD) consulting and other types of consulting and recognize their varying applicability to organizational performance and change.
- Demonstrate an understanding of organizational culture and its centrality to organizational development and change
- Recognize major considerations and demonstrate a variety of practices involved in the planning and implementation of effective organizational change efforts.
- Recognize the challenges of initiating change, the effects of organizational transitions, and major considerations in sustaining change.
- Identify and demonstrate the essential competencies involved in organizational leadership, OD consulting, and the effective leading and managing of organizational change.
- Demonstrate effective practices and approaches involved in client-consultant contracting and collaboration.
- Demonstrate the application of action research, organizational analysis, and practices involved in engaging organizational members as they determine the needs for and planning of organizational change.
- Recognize the ethics involved in OD consulting and in leaders' involvement in the planning and management of effective organizational change.
- Recognize the ways in which people in organizations are affected by change.
- Apply the knowledge and skills learned from this seminar to professional situations and demonstrate your understanding through case study analysis, written assignments, and the demonstration of skills through group presentations and a variety of other activities.

Course Outline:

The general outline will be integrative, flexible, and **subject to change** to meet class and participant needs.

- What is organization development and the major tenants of effective organizational change and transition?
- Effective leadership and essential competencies and considerations in leading organization development and major change efforts.
- Concepts, practices and skill building essential to the analysis, planning and management of effective organizational change.
- Facilitating improvements in interpersonal, group and inter-group communication and performance improvement
- Facilitating group problem solving as elements of the effective organizational change leadership and consultation.

Assignments, Grading and Due Dates:

Attendance and participation:

This course requirement pre-supposes the active engagement of students throughout the class period. Participants will be involved in a variety of in-class activities, small group assignments, and a couple of videos. Activities include the daily completion of short feedback forms, group presentations, etc. Participants' active involvement in these efforts supports their earning **20% of your grade**.

Personal Experience Essay:

Think about an organization with which you are involved. It can be anything (school, workplace, sports team, community group, place of worship, family, or other.) Has the organization undergone change of any kind? How did it originate? What was that experience like for you? How were you affected? How did you feel about it? How were you involved in the change effort? If there were one thing you could change about the experience, what would it be and why? How would you begin? **Total assignment length: 3 - 5 typewritten double-spaced pages. 15 % of grade - Due on first day of class. Please email these to me.**

Read and Write Re: *Deep Change* Essay:

Study Chapter 10 in *Deep Change*. Based upon your reading, address the "Reflection and Discussion" items at the end of the chapter. **Total length 3 - 5 pages. 15 % of grade– Due on Monday, 2nd evening of class. Please email this to me.**

Read and Write Re: *Self-correcting systems*:

This essay is based on your study of Chapter 14 in *The End of Management*. In 4- 5 pages, discuss (a) the purpose of democratic feedback and (b) the costs of unresolved conflict. Use examples from your own experience. **20% – Due two weeks after last day of class. Please email this to me.**

Application paper and presentation: Change a fictitious organization:

Read both texts. Prepare a case study or scenario about an organization and how you might apply the concepts used in class to initiate and bring about change in the organization. Write a 2-page description

Small Group Presentations - Using whatever format you like (PowerPoint, drawing, etc.), prepare and deliver your various studies in about a 3-minute presentation to the class. **30 % of grade – Due last day of class.**

Note: All written work should reflect the quality of writing expected of a graduate student, and each paper should include appropriate citations. handouts distributed in class may also be included and cited.

Assignment	Due Date	Percent of Grade
Personal Description Essay	First day of class	15%
Essay - <i>Deep Change</i>	First Monday of class	15%
Participation, completion of in-class assignments and activities	During course sessions	20%
Application paper and presentation: Change a fictitious organization:	Last day of class	30%
Essay - <i>Self-correcting systems</i>	2.5 weeks after the last day of class (August 8)	20%

Grading:

This is a letter-graded course: A, B, C, D, or F. A=90 and above; B=80-89; C=70-79; D=60-69; F= below 60.

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. It is the policy of the University to excuse absences of students that result from religious observances and to provide without penalty for the rescheduling of examinations and additional required class work that may fall on religious holidays. 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 making 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 Integrity and Student Conduct

Academic integrity means honesty and responsibility in scholarship. Academic assignments exist to help students learn; grades exist to show how fully this goal is attained. Therefore all work and all grades should result from the student's own understanding and effort.

Academic misconduct is any act which improperly affects the evaluation of a student's academic performance or achievement. Misconduct occurs when the student either knows or reasonably should know that the act constitutes misconduct. Academic misconduct includes: cheating and using unauthorized materials on examinations and other assignments; improper collaboration, submitting the same assignment for different classes (self-plagiarism); fabrication, forgery, alteration of documents, lying, etc...in order to obtain an academic advantage; assisting others in academic misconduct; attempting to commit academic misconduct; destruction of property, hacking, etc...; intimidation and interference with integrity process; and plagiarism. All students should review the Student's Guide to Academic Integrity at http://integrity.ou.edu/students_guide.html

Students and faculty each have responsibility for maintaining an appropriate learning environment. All students should review policies regarding student conduct at <http://studentconduct.ou.edu/>

Accommodation Statement

The University of Oklahoma is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your local OU Site Director.

Adjustment for Pregnancy/Childbirth-Related Issues

Should you need modifications or adjustments to your course requirements because of documented pregnancy-related or childbirth-related issues, please contact me as soon as possible to discuss. Generally, modifications will be made where medically necessary and similar in scope to accommodations based on temporary disability. Please see <http://www.ou.edu/content/eoo/faqs/pregnancy-faqs.html>.

Title IX Resources

For any concerns regarding gender-based discrimination, sexual harassment, sexual misconduct, stalking, or intimate partner violence, the University offers a variety of resources, including advocates on-call 24/7, counseling services, mutual no-contact orders, scheduling adjustments, and disciplinary sanctions against the perpetrator. Please contact the Sexual Misconduct Office at smo@ou.edu or (405) 325-2215 (8-5), or the Sexual Assault Response Team at (405) 615 -0013 (24/7) to report an incident. To learn more about Title IX, please visit the Institutional Equity Office's website at <http://www.ou.edu/content/eoo.html>

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. Advanced Programs does not provide duplicating services or office supplies.

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

Marilyn A. Durbin, M.A., CPCC

Education

- Masters of Arts Degree (MA), Human Relations, University of Oklahoma
- Bachelors of Arts Degree (BA), Philosophy, University of Oklahoma
- Completion of extensive post-graduate, professional workshops and seminars over a thirty-seven-year timeframe from numerous internationally recognized associations and institutes, including several programs through NTL (National Training Laboratory, Institute in Applied Behavioral Science). These professional seminars and training programs involved life, leadership, and relationship coaching, human resource development (HRD), performance technology, and organization development (OD) consulting, including organizational change and development, process consultation, group facilitation, and supporting the development of effective teams.
- Most recently, she received extensive training over two-year period involving five multi-day workshops, , small group and individual coaching, coaching supervision, as well as written and oral examinations. As a result of this process, she attained certification as a *Certified Professional Co-Active Coach* (CPCC) through the Coaches Training Institute (CTI). She has also received training and certification as a John Maxwell coach, teacher, and presenter and a founding member of the John Maxwell Team.

Current Positions

- Adjunct Assistant Professor, University of Oklahoma, Human Relations assistant professor teaching through Advanced Programs from 1973 through 1985 and from 1995 through the present. She also taught undergraduate courses through the College of Liberal Studies (1997-2006).
- Executive director, *My God Mother's House* (transitional living supporting re-entry) and facilitator of *Life Anew*, a series of personal growth and interpersonal skills workshops delivered frequently for women incarcerated within the Oklahoma Department of Corrections' Mabel Bassett prison. Soon these workshops will also be provided on the outside in the Central Oklahoma area.
- President, Transitions & Transformations, LLC (T&T Coaching and Consulting company)

Prior Positions

- Her experience includes management and professional positions in corporate, federal, state, and nonprofit organizations throughout a forty-year time frame. Her background includes twenty-five years HRD management and specialist positions and internal organization development (OD) consulting in corporate organizations. She is currently retired from full-time employment from the University of Oklahoma.

Of special relevance to the course, Organizational Change and Leadership:

- She has had extensive professional experience as an internal organization development consultant in three corporations, involving periods of substantial change, including a major corporate merger. Internal consulting experience also involved several years work as an internal, senior performance development consultant. This work used OD methods in nation-wide efforts involving a bank regulatory agency in the Department of Treasury.
- In addition to her OD education during the early years of OU's Human Relations Department, she also received training from several OD experts, including Marvin Weisbord (Productive Workplaces and Future Search), Peter Block (author of *Flawless Consulting*), Gerard Egan, and Rick Tamlyn (*Play Your Bigger Game*), and a variety of others through the NTL Institute for Applied Behavioral Science. This post-graduate training was provided by leading OD consultants to many Fortune 100 companies

Frequently Taught Advanced Programs Courses

Most Recent Courses

- Group Dynamics
- Conflict Resolution
- Applied Interpersonal Dynamics
- Nonverbal Behavior in Human Relations
- Seminar in Organizational Change and Development
- Issues in Human Relations Training
- Process Consultation

Other Courses

- Leadership in Organizations
- Training Interventions and Practice
- Issues in Human Relations Training

Undergraduate Liberal Studies Courses – 1997 - 2006

- Conflict Resolution
- Introduction to Liberal Studies, Administrative Leadership Concentration

Major Areas of Recent Research and Interest

- Mass incarceration in the US and prisoner re-entry issues and needs
- Issues of inter-group relations, particularly related to diversity, as well as class and poverty in America
- Emotional and Social Intelligence and interpersonal skills applications
- Life, leadership and relationship coaching and related helping skills
- Interpersonal neurobiology, positive psychology, mindfulness, presence, and resilience

Representative Publications and Presentations

- Numerous, proprietary publications, articles, instructional manuals, and training materials developed for corporate, nonprofit, federal and state agencies while in those organizations' employ over a thirty-five-year timeframe

Representative Honors and Awards Received

- Numerous professional achievement awards received from corporate, university, and federal employers