

**City University of Hong Kong**

**Information on a Course  
offered by Department of Management  
with effect from Semester A in 2014 / 2015**

**Part I**

Course Title:	Organizational Development and Change
Course Code:	MGT 6532
Course Duration:	One Semester
Credit Units:	3
Level:	P6
Medium of Instruction:	English
Prerequisites: <i>(Course Code and Title)</i>	MGT5204 Organizational Behavior OR equivalent
Precursors: <i>(Course Code and Title)</i>	NIL
Equivalent Courses: <i>(Course Code and Title)</i>	NIL
Exclusive Courses: <i>(Course Code and Title)</i>	MGT6322 Transforming Organizations

**Part II**

**Course Aims:**

The aims of this course are to:

introduce and assess basic theories of organizational development and change;

to acquaint students with the dynamics of change as applied to organizational culture and human behavior; and

to provide the skills and knowledge needed to implement organizational development and change initiatives

### Course Intended Learning Outcomes (CILOs)

Upon successful completion of this course, students should be able to:

No.	CILOs	Weighting (if applicable)
1.	Identify organization stakeholders' reactions to different types of change in the workplace	--
2.	Identify the reasons for organizational change failure and evaluate the preparations for effective change	--
3.	Apply concepts of organizational culture and change management models to evaluate processes of change implementation	--
4	Develop personal skills and abilities related to organizational development competencies	--

### Teaching and learning Activities (TLAs)

(Indicative of likely activities and tasks designed to facilitate students' achievement of the CILOs. Final details will be provided to students in their first week of attendance in this course)

Total Hours: Seminars 39

ILO No	TLAs	Hours/week (if applicable)
1, 2, 3	Emphasis in <b>readings</b> and <b>lectures</b> is placed on the rigorous use of fundamental techniques.	---
1, 2, 3, 4	Learning through <b>in-class exercises</b> are primarily based on hands-on activities and interactive problem solving allowing instant feedback.	---
1, 2, 3	Learning through conducting a team project covering all steps of planning and designing an organizational change intervention.	---

### Assessment Tasks/Activities

(Indicative of likely activities and tasks designed to assess how well the students achieve the CILOs. Final details will be provided to students in their first week of attendance in this course)

Coursework: 70% , Final Exam: 30% (2 Hours)

Type of Assessment Task	CILO	Weighting	Remarks
Class participation	1, 2, 3	10%	Class participation is used to assess the students' contribution to the discussions and problem-solving sessions held during class.
Mid-term quiz	1, 2, 3	20%	Mid-term quiz will test students' understanding of key theories and practices
Group project	1, 2, 3	30%	A group project
Individual self-reflection	4	10%	A self evaluation of the student's Organizational Development / Change competencies.
Final exam (2 hours)	1, 2, 3	30%	A 2-hour final exam covers comprehensively all topics taught in this course.

**Grading of Student Achievement:** Refer to Grading of Courses in the Academic Regulations for Taught Postgraduate Degrees.

Letter Grade	Grade Point	Percentage Mark	Grade Definition	Remarks
A+	4.3	80% and above	Excellent	CILOs substantially achieved. Strong evidence of original thinking, capacity to be critical and analytical e.g., in determining appropriateness of recruitment and selection methods. Evidence of extensive knowledge base and deep familiarity with literature.
A	4.0	75-79		
A-	3.7	70-74		
B+	3.3	65-69	Good	CILOs achieved. Evidence of original thinking, some capacity to be critical and analytical. Some evidence of knowledge base and familiarity with literature.
B	3.0	60-64		
B-	2.7	55-59		
C+	2.3	50-54	Adequate	CILOs achieved to some extent. Little evidence of critical thinking; some understanding of the subject matter and some ability to apply appropriate methods of recruitment and selection.
C	2.0	45-49		
C-	1.7	40-44		
D	1.0	36-39	Marginal	Sufficient achievement of CILOs to enable student to progress without repeating the course. A basic understanding of the subject matter.
F	0.0	35 and below	Fail	Little evidence that CILOs have been achieved; little critical analysis, irrelevant use of literature or unfamiliarity with literature.

### Part III

#### Keyword Syllabus:

Organizational development diagnostic models; organization culture and human behavior; learning in organizations; change processes; organization development interventions; organization change interventions

#### Readings

Thomas G. Cummings, & Christopher G. Worley (2001). *Essentials of Organization Development and Change*. Southwestern Publications.

Gallos, Joan V. (2006). *Organization Development: A Jossey-Bass Reader*. San Francisco: Jossey-Bass.

Rothwell, William J., Jacqueline M. Stavros, Rolland L. Sullivan, & Sullivan, Arielle. (2009). *Practicing Organizational Development: A guide for Leading Change, 3<sup>rd</sup> Edition*. San Francisco: Pfeiffer.

Freedman, Arthur M. & Richard E. Zackrison. (2001). *Finding Your Way in the Consulting Jungle: A Guidebook for Organization Development Practitioners*. San Francisco: Jossey-Bass.

Reference will also be made, where appropriate, of contemporary locally or regionally based research in the field.