UNIVERSITY COLLEGE of the FRASER VALLEY

PAC FORM #2 (Page 1)

COURSE IMPLEMENTATION DATE: September 1996
COURSE REVISED IMPLEMENTATION DATE: September 1999
COURSE TO BE REVIEWED:
(Four years after implementation date) (MONTH YEAR format)

OFFICIAL COURSE OUTLINE INFORMATION

Students are advised to keep course outlines in personal files for future use.
Shaded headings are subject to change at the discretion of the department and the material will vary - see course syllabus available from instructor

FACULTY/DEPARTMENT: **Business Administration**

BUS 308		**3**
COURSE NAME/NUMBER	FORMER COURSE NUMBER	UCFV CREDITS

Selected Topics in Applied Organization Theory
COURSE DESCRIPTIVE TITLE

CALENDAR DESCRIPTION: This course provides an in-depth examination of selected organization theory topics such as (but not restricted to) organizational learning, re-engineering, cultural change, institutional theory, bureaucracy, power, and enacted reality. Using course concepts, activities within and between contemporary organizations can be interpreted and form the basis of managerial analysis and action recommendations.

PREREQUISITES: **Acceptance to Bachelor of Business Administration degree and BUS 304**
COREQUISITES:

SYNONYMOUS COURSE(S)
(a) Replaces: _____ *(Course #)*
(b) Cannot take: _____ *(Course #)* for further credit.

SERVICE COURSE TO: _____ *(Department/Program)* _____ *(Department/Program)*

TOTAL HOURS PER TERM: **45**
STRUCTURE OF HOURS:

Lectures:	**15**	Hrs
Seminar:	**30**	Hrs
Laboratory:		Hrs
Field Experience:		Hrs
Student Directed Learning:		Hrs
Other (Specify):		Hrs

TRAINING DAY-BASED INSTRUCTION
LENGTH OF COURSE: _____
HOURS PER DAY: _____

MAXIMUM ENROLLMENT: **25**
EXPECTED FREQUENCY OF COURSE OFFERINGS: **Fall or Winter**
WILL TRANSFER CREDIT BE REQUESTED? (lower-level courses only) ☐ Yes ☐ No
WILL TRANSFER CREDIT BE REQUESTED? (upper-level requested by department) ☐ Yes ☐ No
TRANSFER CREDIT EXISTS IN BCCAT TRANSFER GUIDE: ☒ Yes ☐ No

AUTHORIZATION SIGNATURES:

Course Designer(s): Dr. Michael D. MacColl
Chairperson: W.R. (Dick Bate) *(Curriculum Committee)*
Department Head: Janet Falk
Dean: W.R. (Dick) Bate
PAC Approval in Principle Date:
PAC Final Approval Date: 1999

LEARNING OBJECTIVES / GOALS / OUTCOMES / LEARNING OUTCOMES:

Objectives:

The primary objectives of this course are to:

1. provide a systematic understanding of the various factors involved in the functioning of complex organizations, and an understanding of contributing factors to organizational effectiveness.
2. develop analytic and diagnostic skills with respect to issues, problems and opportunities within organizations.
3. develop action recommendations and solutions that can improve organizational effectiveness.
4. create an awareness of the issues and provide some techniques for the management of organizational change and improved effectiveness.
5. develop and improve managerial skills toward increasing organizational effectiveness.

METHODS: The course will be organized in a workshop/small group discussion format. Students' understanding of organizational change and development will be facilitated by a combination of learning experiences including; reading theoretical and empirical literature on organizational development and change; analysis and discussion of cases of change interventions; experiential exercises; and, a group project on planned change in an existing organization

PRIOR LEARNING ASSESSMENT RECOGNITION (PLAR):

Credit can be awarded for this course through PLAR (Please check :) ☒ Yes ☐ No

METHODS OF OBTAINING PLAR:

See Department

TEXTBOOKS, REFERENCES, MATERIALS:

[Textbook selection varies by instructor. An example of texts for this course might be:]
D. Harvey and D.R. Brown, *An Experiential Approach to Organizational Development.* (5th ed) Toronto, Prentice Hall, 1996.

SUPPLIES / MATERIALS:

STUDENT EVALUATION:

[An example of student evaluation for this course might be:]
Course evaluation will be determined from four study reports (the descriptions of the analysis requirements are attached) and on contributions to class discussion.

Attendance/Participation (half on attendance/half on participation)	ongoing	20%
Memos (5 total)	due at beginning of class weeks 2 - 6	20%
Group Project/Presentation	due as assigned in week 11 or 12	30%
Final Exam	in exam period	30%

Course Expectations

Because this course is an upper level elective, it is expected that students have enrolled because of a genuine interest in the topic and a

willingness to commit the necessary time and effort to the course activities.

This is not a passive course where information will be digested and then regurgitated at regular intervals on exams. Students are expected to actively engage in discussion, exercises, and writings. In order to facilitate active class discussion, students must have completed the week's readings prior to class.

COURSE CONTENT:

Course Outline
(Course schedule may be changed)

Jan 9	Organizational Development: An Overview 1 reading in the library	Chapter 1
Jan 16	Organizational Renewal and Corporate Culture 2 readings in the library Memo #1 due	Chapters 2, 3
Jan 23	Overcoming Resistance to Change 1 reading in the library Memo #2 due	Chapter 6
Jan 30	Incremental Change or Transformation 1 reading in the library Memo #3 due	Chapter 15
Feb 6	Organizational Change: A Case Study The Case of Lucent Technologies Memo #4 due	Reading Handout
Feb 13	Leadership and Organizational Development 1 reading in the library Memo #5 due	Chapters 13, 14
Feb 20	Mid Term Break	
Feb 27	The Organizational Development Consultant	Chapters 4, 5
Mar 6	Organizational Development Processes I	Chapters 7, 8
Mar 13	Organizational Development Processes II	Chapters 9 & 12
Mar 20	Organizational Development Processes III	Chapter 10 & 11
Mar 27	Organizational Change & Development: Group Reports	—
April 3	Organizational Change & Development: Group Reports	—
April 10	Organizational Development: The Challenge and the Future	Chapter 16

Additional Resources

Handout:

D.A. Nadler, "A Success Story: the Case of Lucent Technologies;" in J. Conger, G. Spreitzer, and E. Lawler III, *The Leader's Change Handbook*, San Francisco, Jossey Bass, 1999, pp. 3–25

J. Conger, G.Spreitzer, and E. Lawler III, "Take Away Lessons: What we know and where we need to go," (chp.13) in *The Leader's*

Change Handbook, san Francisco, Jossey Bass, 1999, pp. 344-365.

On Reserve in Library:

	Date to be Read	
1.	January 9	F. Strickland, "Organisational change thinking: A look back," (chp. 3), in *The Dynamics of Change*, London, Routledge, 1998, pp. 29–41
2.	January 16	E.H. Schein, "Understanding culture change in the context of organizational change," (chp. 11), in *Organizational Culture and Leadership* (1st ed), San Francisco, Jossey Bass, 1985, pp. 244–269