PRST 326
Fundamentals of Organizational Assessment, Development and Change

CATALOGUE DESCRIPTION

This course addresses the key concepts, models and practices of organizational assessment, development and change across a variety of sectors (private, public, non-profit and specialized). Increasing complexity and change within the contemporary performance environment is requiring more complex methods of assessment and a greater level of change and development in organizations. Adjusting organizations to ensure that their design, culture, management and functioning aligns with core values and dynamic external conditions creates the general foundation for success. The ability to identify the need for organizational change and development at both the macro and micro level, design and implement interventions while addressing resistance to change, is a key competency for managers and professional service providers in all sectors. Students will learn a variety of macro and micro organizational development interventions including the human process intervention of team building.

COURSE LEARNING OBJECTIVES

By the end of the course, students will be able to:

1. Describe the key concepts, models and practices related to organizational change and development across a variety of sectors (public sector, private sector, non-profit sector and specialized sectors)
2. Explain the historical evolution, contemporary state and importance of organizational change and development
3. Identify the key general steps, practices and tools within the organizational change and development process
4. Develop and conduct a team building intervention

COURSE EVALUATION

- Quizzes
- Discussions Boards
- Individual Project - Briefing Paper and Presentation
- Application Project – Develop and conduct team building interventions
KEY TOPICS

• Definition and importance of organizational assessment, development and change
• History of organizational assessment, development and change
• The contemporary approach to organizational assessment (balanced score card and triple bottom line)
• Review the key determinants of performance at the individual, relational, team, inter-team and organizational level
• Different approaches to organizational change and development
• General change management processes (action research/learning)
• Key components of the organizational assessment process
  o Entering and contracting
  o Diagnosing the determinants of performance at the individual, relational, team, inter-team and organizational level
  o Collecting, analyzing and feeding back diagnostic information
• Key components of the organizational change process
  o Motivating change
  o Creating a vision
  o Developing political support
  o Designing and implementing interventions
  o Managing the transition
  o Sustaining momentum
• Types of interventions
  o Strategic
  o Human Resource Management
  o Techno-Structural and Job Design
  o Team and Human Process
  o Role Design and Revision
• New approaches to organizational development (appreciative inquiry, positive problem solving etc.)
• Review the ethics of organizational development, diversity and inclusion within a globalized environment with regards to equality of opportunity/outcomes, employment conditions and organizational performance

The briefing paper is due midway through the course and the application project will take place in the 2nd half of the course