

# ORGANIZATIONAL DEVELOPMENT

Spring 2026 PSY576

**Instructor:** Maya Gann-Bociek, Ph.D.

**Office Hours:** By appointment, email to set up

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**Office Location:** 3203 Rendleman Hall (or online)

**Texts:** *Organizational Development and Change*  
Cummings and Worley (C.W.)  
12<sup>th</sup> Edition (2024)

**Meeting Times:** This class meets every **Tuesday** from **5:00 - 7:50 pm**.

## Objectives:

To **understand** the various models, theories, processes, and principles underlying organizational development and change (OD&C) and **apply** this knowledge in a professional context

To acquire a **working knowledge** of the various strategies and tactics and their research/evaluation support

To **develop** an in-depth **working knowledge** of **one** or more major change/development strategies and the various tactics for implementation

To **produce** an organizational source book for later reference

## Course Format:

This course assumes that class members are:

**professionals** capable of contributing to the learning environment; able to respond rapidly to professional requests (produce a mini lecture, diagnose a case, lead a class exercise, engage in group discussion, role play, produce a proposal outline, engage in critical thinking activities, think on your feet, etc.) and responsible for their own learning

**intrinsically motivated** to achieve the course objectives and their personal objectives and, therefore, do not need to be tested over the content portion of the course

**interested** in developing products and tools that can be used in future professional activities.

## Key Course Elements:

- Mini Lectures
- Reading in text and other sources
- Group discussions
- Journals
- Presentations of proposals, key course elements, etc.
- Course material applications, exercises, activities
- Oral exams and demonstrations of knowledge acquisition and application
- Source book production
- Guest lectures
- Oral questioning

## Course Grade:

Evidence of Knowledge Acquisition	50%	Source: Exams, Journals, Presentations
Evidence of Knowledge Application	35%	Source: Presentations, Applications, Journals
Professionalism	15%	Source: On time; prepared; participative

90% - 100%	A
80% - 89%	B
70% - 79%	C
60% - 69%	D
59% and below	F

*I will give feedback at any time in any or all of these areas; pre- and post-course knowledge checks are required; feedback form and review with instructor required at the end of the course.*

## Overview of Class Activities:

**Scheduled in-person class activities** include the following:

1. **Mini lectures** – Presentations giving an overview of the topics discussed in the chapter.
2. **“Tales from the Crypt”** – Class discussion covering what the chapter’s topics look like in the real world, moving the class topic(s) from theory into reality. Discussions will be led from the instructor’s experience and from the students’ experiences.
3. **Applications, case studies, helpful tools, etc.** – Students working together and with the instructor to review case studies, create materials and tools based on the chapter, and apply knowledge through a variety of activities.
4. **Student-led presentations** – In the second half of the semester, students will present two types of OD interventions to the class (this activity includes a Q&A and producing white papers)

**Activities outside of class times** include the following:

1. **Reading assigned chapters** – Class members will be expected to read the assigned chapters ahead of time as pre-work for the class.
2. **Completing journal entries** – Class members will complete a journal entry (1-2 paragraphs) discussing the assigned book chapters. It is recommended that journals are completed alongside pre-class reading. Journals will be due at the middle and end of the semester.
3. **Artifact submission and responses** – Acquisition of an artifact that is related to the assigned chapter and submission of the artifact to Blackboard for other class members to respond to. Students will need to respond to at least two artifacts submitted by their classmates. Artifacts will be due before class and responses to the artifacts will be due by the next class.
4. **Presentation preparation** – Presentations on various OD interventions will be created, practiced, and researched outside of class times (unless class times allow for in-class preparation)
5. **White paper writing** – White papers will accompany each student intervention presentation, and the writing of these papers will occur outside of class times

**Knowledge acquisition checks and exams** will be focused on the ability to present and discuss the topic of OD&C in a professional context and are designed to simulate discussing and presenting the topics of the class in a professional capacity. This course contains two primary activities related to this:

1. **Midterm OD Project Proposal** – A mock-proposal detailing an OD&C project and process to a potential client (external client or internal stakeholder). This will be in the form of a paper that markets your proposal for the project.
2. **Final Oral Exam** – A one-on-one Q&A-style exam with the instructor.

#### **Additional Policies:**

- a. **Blackboard Usage and Digital Coursework:** All course announcements, assignments, and other postings will be done through Blackboard, and, in some cases, submission will occur via email. To the extent possible, all documents will be provided electronically, as opposed to being printed out. Likewise, all assignments should be submitted electronically, as opposed to printed out. Blackboard will also serve as your primary means of communicating with your fellow students and me. It is your responsibility to ensure that the e-mail account that you have listed with the University is a valid and working account so that we can communicate effectively. Otherwise, you will be responsible for the lack of communication. Additional information and resources can be found at <https://www.siu.edu/its/bb/students/tutorials.shtml>
- b. **Respect for Intellectual Property and NO Recording:** Faculty recordings of lectures and/or other course materials are meant to facilitate student learning and to help facilitate a student catching up who has missed class due to illness. As such, students are reminded that the recording, as well as replicating or sharing of any course content and/or course materials without the express permission of the instructor of record, is not permitted, and may be considered a violation of the University's Student Conduct Code (3C1), linked here: <https://www.siu.edu/policies/3c1.shtml>
- c. **Academic Integrity/Plagiarism/Misconduct:** This course adheres to the SIUE's policies and procedures related to academic misconduct. Plagiarism and cheating will not be tolerated and may lead to failure on an assignment in the class, or dismissal from the University, per the SIUE academic dishonesty policy (<http://www.siu.edu/policies/1i6.shtml>). Students are responsible for complying with University policies about academic honesty as stated in the University's Student Academic Conduct Code (<http://www.siu.edu/policies/3c2.shtml>). Students are responsible for being familiar with these policies and procedures.
- d. **Use of AI tools:** In OD work, AI tool usage is emerging and becoming more common for certain tasks. However, while these tools can be helpful in certain contexts, they are not always the most effective tools for knowledge acquisition and application in OD practitioners – which is the primary purpose of this course. In addition, if used without the appropriate training, they have the potential for ethical, intellectual property, and data security concerns. In order to balance the ability to use AI in certain OD contexts while also focusing on knowledge acquisition with the intention of being able to apply the knowledge applied in a professional context (with or without AI tools), tasks will be specified as to when using AI tools are permitted. **As a general rule, use of AI tools may be permitted for select in-class activities, but are not permitted for take-home activities, presentations, exams, etc.** This course will discuss when AI may be used in professional OD contexts, as well as the benefits and risks that come with using these tools. If, and when, AI use is permitted, students must disclose in writing (e.g., email to instructor/faculty, footnote in document, statement in assignment) how specifically AI was used.
- e. **Late Policy:** All course assignments are due by the times and dates listed in the course schedule and/or Blackboard unless the instructor announces a modified due date. Please plan ahead for potential

emergencies by completing assignments soon after they become available and do not wait until a deadline to submit your work. No late work will be accepted.

- f. **Emergency Situations:** Under extreme circumstances, students will be allowed to submit assignments late without a penalty or reschedule an exam date. Such circumstances must be unforeseen, unavoidable, and of a serious nature (for example, car accidents, serious medical emergencies, deaths in the family, documented COVID diagnosis). In other words, printer jams, planned appointments, and similar excuses do not count. In all cases, written and verifiable documentation must be presented. I reserve final judgment with respect to whether a situation constitutes an extreme circumstance or not.
- g. **Accommodations Statement:** Students needing accommodations because of medical diagnosis, major life impairment, or other life circumstances will need to register with Accessible Campus Community & Equitable Student Support (ACCESS) and complete an intake process before accommodations will be given. Students who believe they have a diagnosis, but do not have documentation, should contact ACCESS for assistance and/or appropriate referral. The ACCESS office is located in the Student Success Center, Room 1203. You can also reach the office by emailing to [myaccess@siue.edu](mailto:myaccess@siue.edu) or by calling 618-650-3726. Students who qualify for accommodations should inform the instructor as soon as possible to arrange for their needs and obtain support for the class. In addition, students have access to counseling services on campus (<https://www.siue.edu/counseling/>). You can make an appointment by calling 618-650-2842.
- h. **Diversity and Inclusion:** SIUE is committed to respecting everyone's dignity at all times. In order to learn, exchange ideas, and support one another, our virtual and physical classrooms must be places where students and instructors feel safe and supported. The Hub (<https://www.siue.edu/csdi>) is an excellent resource for students for support and community. Any person who believes they have experienced or witnessed discrimination or harassment can contact the Office of Equal Opportunity, Access and Title IX Coordination at (618) 650-2333 or [eoatitleix@siue.edu](mailto:eoatitleix@siue.edu).
- i. **Changes to Syllabus and Class:** This syllabus is a living document and may be subject to change at the discretion of the instructor. The instructor reserves the right to make changes to this syllabus as currently presented, in order to accommodate the learning pace of students, and if such changes help achieve the learning objectives of this course. This includes the possibility of switching to online learning if circumstances make this necessary or prudent. Any changes required will be discussed in class and/or announced on Blackboard.

DATE	TOPIC	ACTIVITY	PREPARATION
1/13	Introduction to Course	Presentation	Syllabus
	Review Syllabus	Class Review	Syllabus
	Schedule Individual Presentations		
1/20	Introduction to OD & Change Nature of Planned Change	Mini Lecture	C - W 1 & 2
	Tales from the Crypt: Change in Organizations	Class Discussion	
	Application: Turning Theory into Action	Case/Exercises	
1/27	Entering & Contracting	Mini Lecture	C - W 3
	Tales from the Crypt: Building Trust	Class Discussion	
	Application: Proposal Case Studies <b>(Midterm Project Assigned Today)</b>	Case/Exercises	
2/3	Diagnosing pt. 1: Diagnostic Models	Mini Lecture	C - W 4
	Tales from the Crypt: Identifying Problems & Solutions in the Organization	Class Discussion	
	Application: Diagnosing at Three Levels	Case/Exercises	
2/10	Diagnosing pt. 2: Collecting, Analyzing, and Feeding Back Diagnostic Information (Data)	Mini Lecture	C - W 4
	Tales from the Crypt: Organizational Assessment and Data Collection	Class Discussion	
	Application: Data, Three Methods	Case/Exercises	
2/17	Designing & Implementing Interventions	Mini Lecture	C - W 5
	Tales from the Crypt: Experiencing Interventions (Employee POV)	Class Discussion	
	Application: Intervention Design & Implementation Brainstorming	Case/Exercises	
2/24	Evaluating & Reinforcing OD Interventions	Mini Lecture	C - W 6
	Tales from the Crypt: Leading Interventions (Consultant/SME POV)	Class Discussion	
	Application: Intervention Evaluation and Reinforcement Brainstorming	Case/Exercises	
3/3	<b>Guest Speaker: Aaron Van Groningen, Org. Development Business Partner</b>	Presentation	
	Discussion and Q&A with Guest Speaker	Class Discussion	
	Work Time: Journal #1 & Midterm Proposal	<b>JOURNAL #1: DUE 11:59PM TODAY MIDTERM: DUE FRIDAY 11:59PM</b>	
3/10	<b>SPRING BREAK</b>		

DATE	TOPIC	ACTIVITY	PREPARATION
3/17	Human Process Interventions – Part 1: Interpersonal & Group Processes	Mini Lecture	C - W 7
	Presentation 1: TBD Presentation 2: TBD	Student Presentations	
	Q&A, Tales from the Crypt, Tools, Feedback	Class Discussion	
3/24	Human Process Interventions – Part 2: Organizational Processes	Mini Lecture	C - W 8
	Presentation 1: TBD Presentation 2: TBD	Student Presentations	
	Q&A, Tales from the Crypt, Tools, Feedback	Class Discussion	
3/31	Technostructural Interventions	Mini Lecture	C - W 9 & 10
	Presentation 1: TBD Presentation 2: TBD	Student Presentations	
	Q&A, Tales from the Crypt, Tools, Feedback	Class Discussion	
4/7	Human Resource Interventions	Mini Lecture	C - W 11 & 12
	Presentation 1: TBD Presentation 2: TBD	Student Presentations	
	Q&A, Tales from the Crypt, Tools, Feedback	Class Discussion	
4/14	Large-Scale Interventions – Part 1: Foundations, Components & Org. Design	Mini Lecture	C - W 13 & 14
	Presentation 1: TBD Presentation 2: TBD	Student Presentations	
	Q&A, Tales from the Crypt, Tools, Feedback	Class Discussion	
4/21	Large-Scale Interventions – Part 2: Exploring Large-Scale Intervention	Mini Lecture	C - W 14 & 15
	Presentation 1: TBD Presentation 2: TBD	Student Presentations	
	Q&A, Tales from the Crypt, Tools, Feedback	Class Discussion	
4/28	Future of OD	Mini Lecture	C - W 15
	Work Time: Class Review	Working on Study Guide	
	Work Time: Journal #2	<b>JOURNAL #2: DUE 11:59PM</b>	
5/5	<b>FINAL EXAM: ORAL EXAM (Scheduled individually)</b>		