

**BA 553: Organizational Development  
MBA Program  
Upper Iowa University-Madison Center  
Fall 2009 - Term 2 (October 26th-December 19th)**

**Instructor**

Loren Kuzuhara  
262-4453 (office)  
209-0099 (cell phone)  
Email: lkuzuhara@bus.wisc.edu

**Class Time**

Saturdays 8:30-1:30 p.m.

**Course Objectives**

- To develop an understanding of major models and theories of organizational development.
- To develop an understanding of the management consulting process and how to apply it in working with actual clients.
- To develop a strong understanding of fundamental principles, methods and tools used in management consulting and organizational development.
- To develop skill in the application of management consulting/organizational development tools and methods to diagnose the functioning of an organization, to develop recommendations for solving problems, and to design and implement interventions to enhance individual, group, and organizational effectiveness.

**About the Instructor**

Loren Kuzuhara is a Teaching Professor in the Department of Management and Human Resources (MHR) at the Wisconsin School of Business. He teaches courses in organizational behavior, human resource management, management of teams, and management consulting. He is also the faculty director of the MHR Department's summer internship program. He has written three books on organizational behavior.

Loren is actively involved as the faculty adviser of MHR student organizations including Sigma Iota Epsilon (SIE), Students in Free Enterprise (SIFE), Society for Human Resource Management (SHRM), and the Wisconsin Management Consulting Club (WMCC). He also coaches student business competition teams including those for the Fisher Biz Quiz National Challenge, International Collegiate Business Strategy Competition, HR Games Competition, and the Cadillac National Case Competition.

**Course Structure**

Textbook: Cummings, T.G. & Worley, C.G. (2009). *Organization Development and Change*. (9<sup>th</sup> edition)

Readings Packet: Supplementary Readings (provided by the instructor at no charge). Other readings/cases may be added during the term.

## **Presentation of Course Material and Class Discussion**

This part of the class will involve the presentation of new material based on assigned readings and/or other sources. The purpose of this part of each class will be to continuously add to and enrich your knowledge base of management consulting expertise. **Students will be expected to be critical thinkers by asking appropriate questions to stimulate discussion in each class.**

## **Case Study Analyses and Experiential Exercises**

Many classes will also focus on the application of course material through the analysis of case studies (e.g., Harvard cases, live case studies) about real world organizations that encountered significant problems and how they might be analyzed and solved from a management consultant's perspective. Students will be required to put on their "management consulting hats" to analyze each case and to diagnose the problem and to determine the most appropriate intervention to solve the organizational and/or management problem(s) in the case. Some of these case studies may involve breaking the class into "consulting groups," conducting an analysis, and then presenting their results and recommendations to the rest of the class to stimulate discussion.

## **Organizational Development Consulting Project Discussions and Team Meeting Time**

The last 30-60 minutes (30 minutes minimum) of each class meeting will be devoted to check-in meetings between teams and the instructor. The most important thing is for teams and the instructor to maintain an ongoing dialogue regarding the progress they are making on their OD consulting projects throughout the semester (Note: See below for a description of the OD consulting project). Students should come to these meetings prepared to provide an update of their OD consulting projects and to ask any questions they may have about their projects.

## **Class Readings and Cases**

Readings will tend to focus on the fundamental elements of the consulting process such as diagnosing problems, working with clients, managing projects, designing interventions, etc. Cases will be used to provide a basis for applying management consulting principles, methods, and tools to enhance the functioning of a work unit or organization. Please be sure to read the assigned readings/cases each week.

## **Attendance**

Class attendance is extremely important since we meet only once a week and given that much of the learning that takes place occurs during the learning activities and discussions in class. Any student who misses more than one class (in terms of total hours missed) will receive a zero for his/her participation grade in the course.

## General Class Participation Grading Standards

Excellent Quality and Quantity (95-100%)  
Good Quality and Quantity (85-90%)  
**Satisfactory Quality and Quantity (75-80%)**  
Poor Quality and Quantity (65-70%)

### Organizational Development Consulting Project

This is a consulting project and it is the most important learning opportunity in this class. This assignment will require teams of students to work as consultants with a manager (client) in a real world organization to do the following:

1. To conduct a formal diagnosis of a management or organizational issue.
2. To identify the key problem(s) facing the organization.
3. To make specific recommendations for interventions that management should implement to solve key problems.
4. To write a formal consulting report that describes the analysis of a problem, and a detailed description of the recommendations for addressing the problem.

Teams may focus their consulting projects on a wide range of team issues including, but not limited to:

- Organizational Culture
- Organizational Structure
- Total Quality Management
- Process Design and Improvement
- Organizational Communication
- Job Design
- Employee Motivation
- Organizational Change
- Leadership Development
- Work-Life Balance

Each team will be required to submit a 2-3 page proposal that describes the focus of the project to the instructor no later than November 14th. The format of the project proposal is shown below. This proposal is worth 5% of each student's course grade.

## Proposal Format: Organizational Development Consulting Project

1. Statement of the Project Objective(s)
2. Description of the Work Unit of Focus for the Project (e.g., department, division)
3. Description of the Organization (e.g., mission, objectives, structure, and composition)
4. Description of which BA 553 course material will be used to perform the analysis/evaluation of the organization
5. A timeline for completing the project (e.g., planning, data collection, data analysis, writing of the report, etc.)

Based on the assessment and evaluation of the organization that is being used for this project, each student will be required to write a summary report that includes the following.

## Summary Report Format: Organizational Development Consulting Project

1. Statement of the Project Objective(s)
2. Background Information about the Work Unit and Organization
3. Description of Process that was used to conduct the Assessment
4. Presentation of Key Results (using appropriate visuals)
5. Presentation of Key Recommendations for Addressing Problem(s)
6. Discussion of how to evaluate the effectiveness of the recommendations.

The final summary report should be at least 20 pages in length (double-spaced, 1" margins, 12 pt. font). Note: This does not include tables, figures and appendices). This report will count toward 30% of each student's final course grade.

Each team will also be required to make a 30 minute (maximum) PowerPoint presentation of their application project to the class on December 19th. The format of the presentation should follow the one used in the written summary report, but focus on results and recommendations. **This presentation will count toward 5% of each student's course grade.**

### Peer Evaluation of Team Members

Please note that students will be asked to complete a peer evaluation of each of their teammates at the completion of the project. The average overall peer evaluation score will count toward 5% of each student's final course grade.

### OD Consulting Project - Frequently Asked Questions (FAQ)

**What are the objectives of the "OD Consulting Project" and how should I go about completing it?**

The objectives of the "OD Consulting Project" are to use BA 553 course material to analyze and evaluate the functioning of a real world work unit or organization and to make specific recommendations for enhancing its effectiveness.

**Here is one recommended process for completing this assignment:**

1. Brainstorm an initial list of ideas for the focus of the project. Here are some examples of appropriate projects:
  - To evaluate a business process or system and develop recommendations for improving it.
  - To evaluate the functioning of a work team and to develop recommendations for improving it.
  - To conduct a study of operating costs in an organization and to make recommendations for reducing them.
  - To assess the culture of an organization in relation to its mission and strategies and to make recommendations for better aligning them with each other.
  - To conduct an in-depth employee attitude survey, to analyze the data, and to make recommendations for addressing the key issues from the survey.

**Note: Individuals are welcome to work with Loren to develop their own idea for an application project.**

2. Brainstorm a list of potential organizations where it may be possible to gain access to a work unit. Students should use their contacts in organizations (e.g., friends, graduates, faculty, bosses from present or former jobs and internships, student organizations, family members, etc.) to facilitate this process.
3. Decide on the focus of your project.
4. Develop the 2-3 page proposal for your project and submit it to Loren for approval (by November 14th).
5. Contact organizations from the list you generated and present the project proposal to the client that is being targeted for this project.
6. Obtain support for doing the project from the organization. Please note that students may need to be somewhat flexible with the organization in terms of what they will allow in terms of studying a team. Please talk to Loren, if this becomes an issue.
7. Develop a more detailed action plan and timeline for completion of the project. Make sure that each team member understands the plan and is committed to making it work.
8. Implement the action plan.

Note: If you are collecting data from a work unit or organization in the form of interviews and/or surveys, try to complete this part of the project as early as possible to avoid unforeseen bottlenecks late in the process.

9. Conduct a progress check on actual progress of the team against the action plan and timeline and make adjustments as needed.
10. Submit a draft of the summary report to Loren for feedback once the team has made significant progress on the write up. Ideally, each student should be close to having a rough complete draft of the paper before doing this. Incorporate feedback and suggestions from Loren into the report.
11. Finalize the written summary report, have it copied (please attach a spiral binder and cover to make the reports look professional), and submit one copy to Loren by class time on December 19th. **Note: While your report must look professional with a spiral binder on it, you are not required to have it professionally printed in color as this may be expensive. At a minimum, please print out your report in color using a good inkjet printer.**
12. Create a 30 minute PowerPoint presentation to present to the class on December 19th. The format of the presentation should follow the one used in the written summary report.
13. The written report will be worth 300 points and the team presentation will count 50 points toward each student's course grade.

### **Case Study Executive Summaries**

Students are required to submit a one page executive summary for each case study assigned in the course. Exec summaries are due at the beginning of class on the day the case is discussed and they must be typed. Each executive summary should identify and discuss the following: Overview of the Context, Key Problems/Challenges, and Recommendations. These executive summaries will be worth a total of 5% of each student's grade.

### **Organizational Development Live Case Studies**

The purpose of this assignment is for each student in the class to assume the role of the client and for the rest of the class to play the role of consultants. The "client's" job is to identify a management or organizational issue related to their job or some other activity in which they are involved (e.g., community service). The client will be responsible for making a 5-10 minute presentation of their organization and the issue. After that, the "consultants" will have 60 minutes to perform their diagnosis of the situation by asking the client questions. After this, the consultants will have 15 minutes to present their recommendations to the client. The client will then provide feedback to the consultants regarding the merit and feasibility of their recommendations. Students will be assigned to specific dates on which they will be the client for this activity. Participation in these live case studies will make up 10% of each student's grade in the course.

### **Final Exam**

One take-home exam will be given in this course. The final exam will be distributed in-class on December 5<sup>th</sup>. The format for this exam will consist of essay questions based on a case study. This

exam will be cumulative. The final exam must be e-mailed to the instructor by 11:59 p.m. on Monday, December 21st. Late assignments will not be accepted.

**Evaluation of Student Performance**

**Course Grades**

Course grades will be determined using the following breakdown:

Final Exam	250 points
Class Participation	150 points
OD Live Case Studies	100 points
Case Study Executive Summaries	50 points
OD Consulting Project Proposal	50 points
OD Consulting Project Report	300 points
OD Consulting Project Presentation	50 points
Peer Evaluation	50 points

Note: Students who end up as "borderline cases" for higher final course grades may be bumped up to the higher grade based primarily on the quantity and quality of their class participation during the semester.

**Approximate Course Grade Cutoffs**

Letter Grade	Percentage		Letter Grade	Percentage
A	100 - 93%		C	77 - 72%
A-	92 - 90%		C-	71 - 70%
B+	89 - 88%		D+	69 - 68%
B	87 - 82%		D	67 - 62%
B-	81 - 80%		D-	61 - 60%
C+	79 - 78%		F	59 - 0%

Note: The cutoffs for final course grades may be changed based on the distribution of total scores in the class.

**Citation:**

Encyclopedias of any kind, including the very popular Wikipedia, are not primary sources and should not be cited or used in constructing academic papers at the graduate or undergraduate level. They can, however, be useful to help gather some background information and to point the way to more reliable source

**COURSE SCHEDULE**  
**BA 553: Organizational Development**  
**Fall 2009 – Term 2**

DATE	WEEK	TOPIC(S)	READINGS	ACTIVITIES
□ 10/31	□ 1	<ul style="list-style-type: none"> <li>□ Course Overview</li> <li>□ Introduction to Management Consulting</li> <li>□ The Management Consulting Process</li> <li>□ What Makes a Good Consultant?</li> <li>□ The OD Process</li> </ul>	<ul style="list-style-type: none"> <li>□ Cummings: Chapters 1-4</li> <li>□ Management Consulting Case Study</li> </ul>	<ul style="list-style-type: none"> <li>□ Personal Goals for the Course</li> <li>□ Overview and Discussion of Potential Topics for Application Projects</li> <li>□ OD Consulting Project Formation and Team Meeting</li> </ul>
□ 11/7	□ 2	<ul style="list-style-type: none"> <li>□ Models of Management Consulting</li> <li>□ Models of Organizational Development</li> </ul>	<ul style="list-style-type: none"> <li>□ Cummings: Chapters 5-6</li> <li>□ Harvard Reading: Organizational Alignment: The 7-S Model</li> <li>□ Harvard Reading: "The 90 Days Transformation Model"</li> <li>□ Harvard Case Study: "Comcast New England: A Journey of Organizational Transformation"</li> </ul>	<ul style="list-style-type: none"> <li>□ Discussion of OD Consulting Projects</li> <li>□ OD Consulting Project Team Meeting</li> <li>□ <b>Executive Summary #1: Comcast Case Study Due</b></li> </ul>

DATE	WEEK	TOPIC(S)	READINGS	ACTIVITIES
□ 11/14	□ 3	<ul style="list-style-type: none"> <li>□ Collecting and Analyzing Data</li> <li>□ Assessment Methods and Tools</li> <li>□ Organizational Surveys (Part I)</li> <li>□ Focus Groups</li> <li>□ Structured Interviewing</li> <li>□ Systematic Observation</li> <li>□ Data Analysis and Presentation</li> <li>□ Processing Results with Clients</li> </ul>	<ul style="list-style-type: none"> <li>□ Cummings: Chapters 7-8</li> <li>□ Jick: Triangulation</li> </ul>	<ul style="list-style-type: none"> <li>□ <b>Team Application Project Outlines Due</b></li> <li>□ OD Consulting Project Team Meeting</li> </ul>
□ 11/21	□ 4	<ul style="list-style-type: none"> <li>□ Design and Implementation of Interventions</li> </ul>	<ul style="list-style-type: none"> <li>□ Cummings: Chapters 9-11</li> <li>□ Tree Diagram Exercise</li> <li>□ Harvard Reading: "Leading Change: Why Organizational Transformations Fail"</li> <li>□ Harvard Case Study: "GE's Two-Decade Transformation: Jack Welch's Leadership"</li> </ul>	<ul style="list-style-type: none"> <li>□ OD Consulting Project Team Meeting</li> <li>□ <b>Executive Summary #2: GE Case Study Due</b></li> </ul>

DATE	WEEK	TOPIC(S)	READINGS	ACTIVITIES
□ 11/28	□ 5	<ul style="list-style-type: none"> <li>□ Design and Implementation of Interventions</li> <li>□ Live Consulting #1/#2 Case Studies</li> </ul>	<ul style="list-style-type: none"> <li>□ Cummings: Chapters 12-15</li> <li>□ Harvard Case Study: "The 6 a.m. Delivery Project at the Boston Globe (A)</li> </ul>	<ul style="list-style-type: none"> <li>□ OD Consulting Project Team Meeting</li> <li>□ <b>Executive Summary #3: Boston Globe Case Study Due</b></li> </ul>
□ 12/5	□ 6	<ul style="list-style-type: none"> <li>□ Design and Implementation of Interventions</li> <li>□ Live Consulting Case Studies #3/#4</li> </ul>	<ul style="list-style-type: none"> <li>□ Cummings: Chapters 16-19</li> </ul>	<ul style="list-style-type: none"> <li>□ Take-Home Final Exam Distributed</li> <li>□ OD Consulting Project Team Meeting</li> </ul>
□ 12/12	□ 7	<ul style="list-style-type: none"> <li>□ Live Case Studies #5/#6</li> <li>□ Design and Implementation of Interventions</li> <li>□ Evaluation of Consulting Interventions</li> <li>□ Toward an Integrative Approach to Consulting/OD</li> </ul>	<ul style="list-style-type: none"> <li>□ Cummings: Chapters 20-25</li> <li>□ Harvard Case Study: "Transformation at the IRS"</li> </ul>	<ul style="list-style-type: none"> <li>□ OD Consulting Project Team Meeting</li> <li>□ <b>Executive Summary #4: IRS Case Study Due</b></li> </ul>
□ 12/19	□ 8	<ul style="list-style-type: none"> <li>□ Summary and Integration</li> </ul>	<ul style="list-style-type: none"> <li>□ Final Team Presentations</li> </ul>	<ul style="list-style-type: none"> <li>□ OD Consulting Projects Due (12/19)</li> <li>□ <b>Final Exam Due (12/21, 11:59 p.m.)</b></li> </ul>