



NATIONAL UNIVERSITY OF ENGINEERING
COLLEGE OF INDUSTRIAL AND SYSTEMS ENGINEERING

INDUSTRIAL ENGINEERING PROGRAM

GP133 – ORGANIZATIONAL DEVELOPMENT

I. GENERAL INFORMATION

CODE	: GP133 – Organizational Development
SEMESTER	: 6
CREDITS	: 03
HOURS PER WEEK	: 04 (Theory – Practice)
PREREQUISITES	: GP123 – Administration and Organization
CONDITION	: Mandatory

II. COURSE DESCRIPTION

The course prepares the student in knowledge and application of the basic concepts, methods and techniques, theoretical and practical; to develop strategies that serve to improve organizations. The course uses the principles and practices of behavioral sciences, which include models of planned change, the process of Organizational Development from a systemic approach, methods to be applied in human processes, techno-structural, in human resources management, corporate culture and change management from a strategic point of view.

III. COURSE OUTCOMES

At the end of the course the student will:

- Check that many modern organizations have developed the ability to integrate the technological and information change; however, these have delayed in accommodating, modifying and adapting to social and cultural change.
- Know the approach to planned change, to solve current problems, learn from experience, adapt to changes and boost future changes.
- Describe the different phases through which the application of the theory of planned change passes when it is introduced into organizations.
- Analyze the different classic interventions, as means used by organizational development to carry out the planned change program.
- Develop, as a team, real cases that have been presented in different countries, responding to the questions presented in the case.
- Make a diagnosis of organizations, as a team, and recommend the interventions that must be applied to develop the planned change.
- Know the recent interventions in the field of Organizational Development.
- Identify trends and the future of Organizational Development.

IV. LEARNING UNITS

PART ONE: Divided by sessions

1. Introduction, definitions, basic terms. Importance of the human factor in outstanding companies. Characteristics of Organizational Development. History of Organizational Development in the world.
2. Nature of the planned change. Models: Change of Kurt Lewin, Ralph Kilmann, Burke Litwin, planning, research – action, planned change of Faria Mello. General strategies to make changes in human systems.
3. Organizational Development from the systemic approach. Types of administrative systems. History of the systems approach. The organization as a system. Diagnosis of an organizational system. Likert model.
4. Instruments to gather information. Planning the information to collect. David Nadler model. Instruments: questionnaires, interviews, observation, archives, focus group, French and Bell models. Organizational Development Consulting.
5. Theory and method of intervention. Types of Organizational Development interventions. Interventions in human processes: T Groups, Process consulting, Third party intervention and Team building. Development and organizational transformation.
6. Interventions: feedback trials or surveys, confrontation meetings, intergroup relations and normative approaches. Likert system 4. Management grid of Blake and Mouton. Theory and method of intervention.
7. Techno structural interventions: Differentiation and integration: Lawrence and Lorsch. Structural design. Collateral organization.

PART TWO: Divided by sessions

1. Life quality intervention at work: origins, evolution, quality of life projects. Life quality characteristics of at work. Principles and guidelines of the socio-technical systems.
2. Interventions in human resources management: Means for the installation of objectives and goals. APO definition and process. APO problems.
3. Organizational rewards systems. Benefits and service to staff. Equity model of J. Stacy and Adams. Career planning. Types of anchors Coaching
4. Stress Management. Symptoms and causes. Procedures to reduce tension. Business programs to reduce stress.
5. Open Systems Planning. Basic elements to determine the mission of the company. Reasons to apply the systemic approach. Organizational culture. A culture of discipline.
6. Management of strategic change. Tichy's theory. Recent interventions Trans Organizational Development Trends in Organizational Development. Challenges and opportunities for the future. Ethics and Organizational Change.

V. LABORATORIES AND PRACTICAL EXPERIENCES

During the semester there will be considered 3 types of practices:

- 04 Qualified Practices.

- 02 Research Works
- 01 Lecture Control

VI. METHODOLOGY

In the theory sessions, the teacher presents the theoretical concepts and their applications, mentioning some aspects of their personal experience. At the beginning of each theory session, reading controls will be taken to a number of pre-designated students; for which they must have previously read the subject that touches according to the programming and will expose what they have read and their own reflection.

For practice sessions; At the beginning of the course, work groups will be formed in a minimum of 3 students and a maximum of 5. Cases indicated in the syllabus will be developed, related to the theoretical theme.

These same groups will develop research on the health of different environmental organizations. In the middle of the cycle they will present the first part of the investigation that will be the diagnosis and at the end of the course they must present the final report with the decision, which the group will take, on the interventions that should be applied to the organization studied and support the work.

VII. EVALUATION FORMULA

The learning will be evaluated through the "F" system.

- Partial Exam (PE): Weight 1
- Final Exam (FE): Weight 2
- Average of Practices (P): Weight 1.

$$FA = \frac{PE + 2 * FE + P}{4}$$

VIII. BIBLIOGRAPHY

- Organizational Development Rafael Guizar Montufar 4th edition 2013 Mc Graw Hill. (Basic text)
- Organizational Development Wendell L. French, Cecil H. Bell, Jr. and Robert A. Zawacki 2007 Mc Graw Hill. (In the copier)
- GOOD TO GREAT (COMPANIES THAT OVERCOME Jim Jim Ed. Norma
- Organizational Development Newton Margulies and Anthony P. Raia. Ed. Diana 1993
- Organizational Development of Julieta Morales Zúñiga (obtained from the internet)
- Organizational Development Sugey Torres. (obtained from the internet)
- Organizational Development José Fredys Rivas Quinto. (obtained from the internet)
- Organizational Behavior Stepehn Robbins 10th edition, Prentice may.
- Administration James Stoner, Edward Freeman, Daniel Gilbert Jr. 6th. Edition.
- Administration Stephen Robbins and Mary Coulter 5th. Edition