HRD 4331 – Workforce and Organizational Development (OD)

MWF* 10:10 am – 11:05 am, Fall 2025
COB 214

*Hybrid design: Mondays and Wednesdays – face-to-face; Fridays – activities online

Course Number: HRD 4331.001   **Office Phone:** 903-565-5912
Instructor: Dr. Judy Yi Sun   **Email:** jsun@uttyler.edu
            Associate Professor of HRD.   (*preferred contact method*)
Office: COB 315.18
Office Hours: Monday 11:10am-3:40pm; Wednesday 11:10pm-4:40pm
            Other times by appointment via email.

Required Textbook:
Cummings, T. G., & Worley, C. G. (2019). *Organization development and change* (11th ed.). Cengage learning.
Supplemental reference textbook: Publication Manual of the American Psychological Association, 7th Edition, APA. ISBN: 978-1-4338-3215-4

Other Requirements: Reliable internet connection, Canvas access, and Microsoft Word

Learning Objectives: Upon completion of this course, students should be able to:
- discuss trends in workforce development
- define the principles and interventions of workforce and organization development
- gather and analyze data used for analysis in an organizational system and its influence on workforce performance improvement and other OD initiatives
- prepare written analyses of organizations, as presented in case studies, and document conclusions on which interventions should be applied and the methodology to be used in making these organizational changes

Graded Course Requirements:

Students will be evaluated by their substantive Canvas posts, quizzes, assignments, and exams. Quality, quantity, and timeliness will be assessed. Letter grades will be assigned based on the scale provided. Grades will not be rounded beyond that stated below. <u>Students are responsible for verifying that all electronic submissions are correctly uploaded. All scores will be based on what is submitted by the deadline.</u>

<u>**Grading Policy and Criteria to Determine Final Course Grade:**</u>
Work submitted past the due date is penalized 20% per calendar day including weekend.
Bonus Points: Any bonus point opportunities made available within the course will be applied as noted in the announcement made at the time they are offered/awarded.

A	90 to 100%	Excellent work and evidence of achieving each of the learning objectives at an expert level.
B	80 to 89%	Good work and evidence of achieving each of the learning objectives at a mastery level.
C	70 to 79%	Average work and evidence of achieving each of the learning objectives at a modest level.
D	60 to 69%	Poor work and little or no evidence of achieving each of the learning objectives.
F	59% and below	Unacceptable work and no evidence of achieving each of the learning objectives.

<u>**Grading Breakdown:**</u>
Final grades will be determined through the following weighted categories:

Weekly Activity (55%)

- Attendance/In-class Participation 15% (including zoom meetings)
- Threaded Discussion 20%
- Weekly Quiz 20%

OD Report and Presentation (25%)

Final Case Analysis Paper (20%)

Course Total 100%

Weekly Activity (55% of grade): "Weekly Activity" is a critical part of the class. ***Regarding weekly activities, late submissions will be penalized by 10% for any full or partial day late*** Be sure to turn in all assigned work for grading by the deadline. Your grade will consist of the following:

1. **Attendance/In-class Participation** (15%): Participation is a critical part of the class. Your participation grade will be graded based on your attendance and in-class participation, including required zoom meetings. Students will be responsible to report an absence in advance for

reasonable reasons to avoid penalty. ***Your active participation*** may increase your chance to have bonus points throughout this course.

2. **Threaded Discussion** (20%): Students will be asked to provide their own thoughts related to the weekly discussion topics. Reply to **two or more Threaded Discussion topics** by **Friday 11:59pm**. This activity allows students to reflect on each week's lessons and apply knowledge in the textbook to real-world problems. See the table below for the description of grading.

3. **Weekly Quiz** (20%): Students' learning will be also assessed by quizzes. Weekly quizzes should be completed by **Friday 11:59pm**. **Two attempts** at each weekly quiz, where you receive the highest grade of the attempts made. The quizzes are timed to enhance the academic experience and promote mastery of the material. Students must have a reliable internet connection as quizzes cannot be reset. Once you start the quiz you cannot stop; should you stop or exit the browser, your grade will be recorded accordingly.

Score	Description Note: The length of the initial contribution should be a minimum of 350 words and not exceed 500 words. Actively responding to another student's initial submission means providing the rationale as to why you agree or disagree with other students with supported arguments from literature or credible sources; responses such as "I agree," will not be counted.
50%	**Exceptional Participation – Met both of these conditions:** • Submitted own contribution and actively responded to two or more other students. • Exceptional quality - Student explored others' comments and built on others' insights. The contributions are especially insightful and represent new high-value added input with new insights, material, and/or references.
40%	**Commendable Participation – Met both these conditions:** • Submitted own contribution and actively responded to one or more other students. • High quality - Student explored others' comments and built` on others' insights. The contributions are insightful and represent high-value added input with insights, material, and/or references.
30%	**Moderate Participation – Met both of these conditions:** • Submitted own initial contribution for a selected discussion topic • Moderate quality – Student was active in discussions made some valuable contributions, but the contributions were not noteworthy or did not include sufficient insights, material, and/or references.
20%	**Acceptable Participation – Met both of these conditions:** • Submitted own initial contribution for a selected discussion topic • Low Level quality – Student participated in discussions made contributions, but the contributions did not add value to the discussion or did not include sufficient insights, material, and/or references.
10%	**Minimal Participation – Met these conditions:** • Submitted own initial contribution for a selected discussion topic but not meet any minimum requirement of writing.
0%	**Inadequate Participation:** • Did not participate in the discussion topic or not original contribution.

- **OD Report and Presentation** (25%): students are expected to go to a real organization and conduct research on one or two of the OD interventions provided by the organization, analyze and evaluate the intervention and report to class. Please refer to the assignment requirements listed in Canvas for details. ***Late submissions will be penalized by 10% for any full or partial day late.***

- **Final Case Analysis Paper** (20%)**:** working in a group, using a case study to practice analyzing organizational problems as presented in case studies, and document conclusions on which interventions should be applied and the methodology to be used in making these organizational changes. Please refer to the assignment requirements listed in Canvas. ***No late submission will be accepted.***

Grading Philosophy: I understand that the process of receiving grades can inhibit the learning process. I endeavor to create a safe learning environment. As part of that environment, you have several opportunities to maintain a high grade in the course, including:
- Two attempts at each chapter quiz, where you receive the highest grade of the attempts made.
- All quizzes and exams are open book. However, it will be timed so it is important to prepare for them properly and in a timely manner.
- Bonus opportunities throughout semester, actively participate in the class and receive these opportunities.
- Timely feedback on assignments.
- Course schedule in the Syllabus may be altered during the semester due to unforeseen circumstances.

Course outline/major topics studied:

Week	Dates	Topics/Assigned Readings	Readings	Note
1	08/25-08/31	Introduction	Chapter 1	
2	09/01~09/07	Nature of Planned Change	Chapter 2	
3	09/08~09/14	OD Practitioners	Chapter 3	
4	09/15~09/21	OD Process (1): Entering, Contracting, and Diagnosing	Chapters 4&5	
5	09/22~09/28	OD Process (2): Collecting, Analyzing, Feeding Back Diagnostic Information, and Designing Interventions	Chapters 6&7	
6	09/29~10/05	OD Process (3): Managing Change, Evaluating and Reinforcing Organization Development Interventions	Chapters 8&9	
7	10/06~10/12	**Trend search week: Navigate Intervention Chapters**	Required Readings	
8	10/13~10/19	Human Process intervention (1): Interpersonal and Group Process Approaches	Chapters 10	OD report plan due 10/19
9	10/20~10/26	Human Process intervention (2): Org. Process Approaches	Chapter 11	
10	10/27~11/02	Technostructural intervention (1): Employee Involvement	Chapter 12	
11	11/03~11/9	Technostructural intervention (2): Work Design	Chapter 13	
12	11/10~11/16	HR intervention (1): Talent Development	Chapter 15	OD Report due 11/16
13	11/17~11/23	HR intervention (2): Workforce Diversity, Inclusion, and Wellness	Chapter 16	
14	11/24~11/30	*Happy Thanksgiving!*		
15	12/01~12/09	Final Case Analysis		Final Paper due: 12/09

University Policies and Information Highlights*:

Final Exam Policy

Final examinations are administered as scheduled. If unusual circumstances require that special arrangements be made for an individual student or class, the dean of the appropriate college, after consultation with the faculty member involved, may authorize an exception to the schedule. Faculty members are required to maintain student final examination papers for a minimum of three months following the examination date.

Academic Honesty and Academic Misconduct

The UT Tyler community comes together to pledge that "Honor and integrity will not allow me to lie, cheat, or steal, nor to accept the actions of those who do." Therefore, we enforce the Student Conduct and Discipline policy (Links to an external site.) in the Student Manual Of Operating Procedures (Section 8).

Using AI Tools

UT Tyler is committed to exploring and using artificial intelligence (AI) tools as appropriate for the discipline and task undertaken. We encourage discussing AI tools' ethical, societal, philosophical, and disciplinary implications. All uses of AI should be acknowledged as this aligns with our commitment to honor and integrity, as noted in UT Tyler's Honor Code. Faculty and students must not use protected information, data, or copyrighted materials when using any AI tool. Additionally, users should be aware that AI tools rely on predictive models to generate content that may appear correct but is sometimes shown to be incomplete, inaccurate, taken without attribution from other sources, and/or biased. Consequently, an AI tool should not be considered a substitute for traditional approaches to research. You are ultimately responsible for the quality and content of the information you submit. Misusing AI tools that violate the guidelines specified for this course (see below) is considered a breach of academic integrity. The student will be subject to disciplinary actions as outlined in UT Tyler's Academic Integrity Policy.

For this course, AI is permitted only for specific assignments or situations, and appropriate acknowledgment is required.

This course has specific assignments where artificial intelligence (AI) tools (such as ChatGPT or Copilot) are permitted and encouraged. When AI use is permissible, it will be clearly stated in the assignment directions, and all use of AI must be appropriately acknowledged and cited. Otherwise, the default is that AI is not allowed during any stage of an assignment.

*You can find the details of university policies in the following areas in the "University Policies and Information" page on the class Canvas site.

- Withdrawing from Class
- Incomplete Grade Policy
- Grade Appeal Policy:
- Disability/Accessibility Services
- Military Affiliated Students
- FERPA
- Absence for Official University Events or Activities
- Absence for Religious Holidays
- Campus Carry