

HRD 5352 Organization Development (OD)

Department of Human Resource Development
Soules College of Business
The University of Texas at Tyler

Course Dates: May 12, 2025 – August 9, 2025
This course will be administered entirely via Canvas

Instructor:	Andy Krouse, PhD
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Cell:	574.386.0463 (texting works best for quick response needs)
My Zoom Meeting ID:	291 776 8412
Orientation:	5/14 (Wed) at 7:00pm CT via Zoom
Bi-Weekly Meetings (optional):	Week 2 (5/21), Week 4 (6/4), Week 6 (6/18), Week 8 (7/2), Week 10 (7/16) and Week 12 (7/30) at 7:00pm CT
Office Hours for Individual Clinic:	By appointment
Communication:	Canvas, emails, Zoom, and Text
Zoom:	Class Zoom Dr. Krouse

COURSE DESCRIPTION

This course is designed to provide students with different perspectives on Organization Development at the individual, group, and organizational levels of analysis. Theoretical models will be studied, along with practitioner examples of organizations utilizing organization development interventions.

Required Textbook

Cummings, T. G., & Worley, C. G. (2019). Organization development and change (11th ed.).
Stamford, CT: Cengage Learning. ISBN: 978-1337618830

Learning Objectives

Upon completion of this course, students should be able to:

1. Develop an appreciation for OD as a core area of HRD practice, and an understanding of the theories, philosophies, and historical background of the OD field.
2. Review and reflect on theories, philosophies, models, and methods related to OD as a profession.
3. Identify and review the roles of internal and external OD practitioners in organizational change processes.
4. Gain knowledge and expertise in selected areas of OD as a result of course projects and activities.
5. Explore OD applications in a collaborative group setting.

Course Competencies

1. Computer-Based Skills
 - a. The student will complete the final project in a word processing package that may include graphs, charts, spreadsheets, database manipulation.
2. Communication Skills
 - a. The student will exhibit a mastery of written skills through the final project.
3. Problem Solving (Critical Thinking)
 - a. The student will use conceptual thinking, quantitative/statistical skills, gathering and analyzing data, and creativity and innovation in the identification and completion of the research project.
4. Ethical Issues in Decision Making and Behavior
 - a. The student will understand and exhibit ethics through the data collection and presentation portions of this project.
5. Personal Accountability for Achievement
 - a. The student will complete the project at the time designated by the instructor.

Course Requirements

This course focuses on both theoretical foundation and applications of organizational development. Students will be evaluated on the basis of the quantity, quality, and timeliness of the following efforts. Additional information will be given regarding each assignment before the due date.

Grading Policy and Criteria to Determine Final Course Grade

All assignments/quizzes listed in the HRD 5352 Tentative Schedule below are due on or before 11:59pm on the designated date for that assignment/quiz. 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.

The total possible points for HRD 5352 are listed below:

- Animoto Introduction- 5 points
- Group discussions and online participation–20 points (4 discussion post sequences for 5 points each)
- Quizzes–50 points (5 exams for 10 points each)
- Case Study Project–25 points

- Total 100 points = 100%

Grade Scale Breakdown

- **A= 90 – 100%**
- **B= 80 – 89.9%**
- **C= 70 – 79.9%**
- **D= 60 – 69.9%**
- **F= BELOW 60%**

Animoto Introduction Video

- Students will be required to make an Animoto introduction video lasting at least 60 seconds
- Students will create an account at www.animoto.com by signing up. Once signed in, follow the directions and click “Create” to start making your video. Once completed, students will post a link to their video in their group discussion area. You may include words, pictures, and songs in your video. Be creative! What do you want your classmates to know about you? Show us who you are!

- Students may use an alternative video site if they would like. However, it will need to be at least 60 seconds with pictures.

Group discussion, reading and online participation

- During this class there will be 4 topics that I will introduce for discussion. Students are responsible for responding to the topic in a clear and thoughtful way. Posts must be thorough with text examples and include at least 1 citation (APA 7th edition).
- Initial posts will be due on Wednesday night at 11:59pm and are posted in the Tentative Schedule below.
- In addition to your post on the topic for discussion, you will be required to respond to at least two of your classmates. Response posts will be due Sunday night at 11:59pm and are posted in the Tentative Schedule below.
- Initial Posts must be 300 words. Response posts must be 100 words.
- Late posts will not be accepted.

Quizzes

- Each quiz will have 20-30 questions and may contain True/False and multiple-choice questions. Questions in each quiz will cover content in the course book to reinforce key insights and information. You will have 90 minutes to take each quiz.
 - Quiz 1 will include content from chapters 1-4.
 - Quiz 2 will include content from chapters 5-8.
 - Quiz 3 will include content from chapters 9-12.
 - Quiz 4 will include content from chapters 13-15.
 - Quiz 5 will include content from chapters 16-19.

Case Study Project Paper: Organizational Development

Objective: In this assignment, students will conduct an in-depth analysis of an organizational development case study based on information from a newspaper, magazine, or online article.

Incorporation of Theory: The paper should integrate relevant organizational development theories to analyze the chosen case. Discuss how these theories help explain the strategies or outcomes evident in the case study.

Structure:

- Begin with an introduction to the organization, providing context based on the article.
- Discuss the challenges or opportunities faced by the organization.
- Apply organizational development theories to analyze these challenges/opportunities and explain how they impacted the organization's decisions and outcomes.
- Conclude with key takeaways or lessons learned about effective organizational development practices.

Format Requirements:

- The paper should be between 3.5 and 4 pages long, written in Times New Roman, size 12, and double-spaced.
- Ensure proper citation in APA 7th edition format, so that the article and organization discussed can be easily identified.

Plagiarism Policy:

In this course, the Unicheck plagiarism software will be used to evaluate the originality of submitted work. Adhering to academic integrity is crucial. The following guidelines will be enforced regarding plagiarism:

- Any paper found to have over 10% plagiarism (as reported by Unicheck) will be reduced by one letter grade.
- Any paper found to have over 15% plagiarism will receive no credit.

Ensure that all sources are properly cited in APA 7th edition format and remember to paraphrase where appropriate. This policy aims to promote ethical writing practices and the development of your original academic voice.

Zoom Meeting(s) (optional)

Students will be provided with the opportunity to meet via Zoom every Tuesday evening at 7:00pm CST. The content of the meeting(s) will include discussion on chapter readings, assignments, and various other topics of student interest. The goal of the Zoom meeting(s) is to create dialog, answer questions, and keep you informed. The outcome of the meeting(s) will largely depend on student participation.

Make-Up Work and Late Work

Make-Up work is allowed with a medical/official university business excuse without proper documentation. Otherwise, late work will not be accepted unless approved by the instructor ahead of time for special cases.

HRD 5352 Summer 2025 Tentative Schedule				
Module	Date	Topic	Reading Assignment	Assignment Due Dates
1	5/12 - 5/18	Review Syllabus General Introduction to Organizational Development The Nature of Planned Change	Chapters 1 & 2	Zoom Meeting 5/14 @ 7pm CST Animoto Introduction Due 5/18
1	5/19 - 5/25	The Organizational Development Practitioner	Chapter 3	Zoom Meeting 5/21 7pm CST Discussion Post 1 Initial Post Due 5/21 Response Post Due 5/25
1	5/26 - 6/1	Entering and Contracting	Chapter 4	Quiz 1 Chapters 1-4 Due 6/1
2	6/2 - 6/8	Diagnosing	Chapters 5 & 6	Zoom Meeting 6/4 7pm CST

		Collecting, Analyzing, and Feeding Back Diagnostic Information		Discussion Post 2 Initial Post Due 6/4 Response Post Due 6/8
2	6/9 - 6/15	Designing Interventions	Chapter 7	
2	6/16 - 6/22	Managing Change	Chapter 8	Zoom Meeting 6/18 7pm CST Quiz 2 Chapters 5 - 8 Due 6/22
3	6/23 - 6/29	Evaluating and Reinforcing Organizational Development Interventions Interpersonal and Group Process Approaches	Chapters 9 & 10	Discussion Post 3 Initial Post Due 6/25 Response Post Due 6/29
3	6/30 - 7/6	Organizational Process Approaches Employee Involvement	Chapters 11 & 12	Zoom Meeting 7/2 7pm CST Quiz 3 Chapters 9 - 12 Due 7/6
4	7/7 - 7/13	Work Design	Chapter 13	
4	7/14 - 7/20	Performance Management Talent Development	Chapters 14 & 15	Zoom Meeting 7/16 7pm CST Quiz 4 Chapters 13 - 15 Due 7/20
5	7/21 - 7/27	Workforce Diversity, Inclusion, and Wellness Transformational Change	Chapters 16 & 17	Discussion Post 4 Initial Post Due 7/23 Response Post Due 7/27
5	7/28 - 8/3	Continuous Change Trans Organizational Change	Chapters 18 & 19	Zoom Meeting 7/30 7pm CST Quiz 5 Chapters 16 - 19 Due 8/3
5	8/4 - 8/9	N/A	N/A	Organizational Development Paper Due 8/8

Artificial Intelligence (AI) Use

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 the Academic Integrity Policy.

In this course, AI is not permitted at all. I expect all work students or student teams submit for this course to be their own. Doing your own work, without human or artificial intelligence assistance, is best for your efforts in mastering course learning objectives. In this course, I forbid using any AI tools for any stages of the work process. Deviations from these guidelines will be considered a violation of UT Tyler's Honor Code and academic honesty values.

Academic Dishonesty Statement

The faculty expects from students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment of the award of a degree, and/or the submission, as one's own work of material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

University regulations require the instructor to report all suspected cases of academic dishonesty to the Dean of Students for disciplinary action. In the event that disciplinary measures are imposed on the student, it becomes part of the students' official school records. Also, please note that the handbook obligates you to report all observed cases of academic dishonesty to the instructor.

Plagiarism will not be tolerated, and learners should be aware that all written course assignments will be checked by plagiarism detection software. Violations of academic integrity will be reported and processed according to the guidelines established by the University.

UNIVERSITY POLICIES

Information is available on the Canvas Syllabus.

COLLEGE OF BUSINESS STATEMENT OF ETHICS

The ethical problems facing local, national, and global business communities are an ever-increasing challenge. It is essential the Soules College of Business help students prepare for lives of personal integrity, responsible citizenship, and public service. To accomplish these goals, both students and faculty of the Soules College of Business at The University of Texas at Tyler will:

- Ensure honesty in all behavior, never cheating or knowingly giving false information.
- Create an atmosphere of mutual respect for all students and faculty regardless of race, creed, gender, age, or religion.
- Develop an environment conducive to learning.
- Encourage and support student organizations and activities.

- Protect property and personal information from theft, damage, and misuse.
- Conduct yourself in a professional manner both on and off campus.

Furthermore, the Soules College of Business strongly adheres to the UT Tyler **Honor Code**: *“Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.”*

PLEASE NOTE: Academic honesty is expected in all work submitted in the course. Plagiarism and dishonesty will not be tolerated, and learners should be aware that all work is subject to full investigation by instructor including the examination of computer reports for suspicious patterns and the use of plagiarism detection software.

Students’ Rights and Responsibilities

To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: <https://www.uttyler.edu/wellness/rightsresponsibilities.php>

UT Tyler Honor Code

Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

Campus Carry

We respect the right and privacy of students 21 and over who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <http://www.uttyler.edu/about/campus-carry/index.php>

UT Tyler a Tobacco-Free University

All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors.

Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products. There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit www.uttyler.edu/tobaccofree.

Grade Replacement/Forgiveness and Census Date Policies

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester’s Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions of which students need to be aware. These include:

1. Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
2. Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
3. Schedule adjustments (section changes, adding a new class, dropping without a “W” grade)
4. Being reinstated or re-enrolled in classes after being dropped for non-payment
5. Completing the process for tuition exemptions or waivers through Financial Aid

State-Mandated Course Drop Policy

Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

Disability/Accessibility Services

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Texas at Tyler offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit <https://hood.accessiblelearning.com/UTTyler> and fill out the New Student application. The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with the Assistant Director of Student Services/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at <http://www.uttyler.edu/disabilityservices>, the SAR office located in the University Center, 3150 or call 903.566.7079.

Student Absence due to Religious Observance

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second-class meeting of the semester.

Student Absence for University-Sponsored Events and Activities

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

Social Security and FERPA Statement

It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

Emergency Exits and Evacuation

Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

Student Standards of Academic Conduct

Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

I. “Cheating” includes, but is not limited to:

- a. copying from another student’s test paper;
- b. using, during a test, materials not authorized by the person giving the test;
- c. failure to comply with instructions given by the person administering the test;
- d. possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed “crib notes”. The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;
- e. using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered test, test key, homework solution, or computer program;
- f. collaborating with or seeking aid from another student during a test or other assignment without authority;
- g. discussing the contents of an examination with another student who will take the examination;
- h. divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;
- i. substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment;
- j. paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program;
- k. falsifying research data, laboratory reports, and/or other academic work offered for credit;
- l. taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and
- m. misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially.

II. “Plagiarism” includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another’s work and the submission of it as one’s own academic work offered for credit.

III. “Collusion” includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.

IV. All written work that is submitted will be subject to review by plagiarism software.

UT Tyler Resources for Students

- UT Tyler Writing Center (903.565.5995), writingcenter@uttyler.edu
- UT Tyler Tutoring Center (903.565.5964), tutoring@uttyler.edu
- The Mathematics Learning Center, RBN 4021, is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.
- UT Tyler Counseling Center (903.566.7254)