Overview
As an advanced doctoral seminar, this course will introduce learners to the field of Organization Development (OD), an area of practice and research in Human Resource Development (HRD). OD is concerned with creating, managing, and sustaining system-wide planned change in organizations using education and social science knowledge and practices to improve organizational, group, and individual functioning and effectiveness. Learners will be exposed to the history, philosophies, theories, techniques and applications of OD through readings, case activities, self-reflection exercises, and our own in-class OD conference.

Objectives
During and upon completion of the course, learners will be challenged to become knowledgeable about the diverse definitions and perspectives of OD scholars, the various models and theories that guide planned change efforts, become familiar with specific phases of the general OD process including entering/contracting, diagnosing, designing, implementing and evaluating OD interventions in organizations. Learners will explore, discuss, and critically examine classic streams of literature that are essential for understanding and intervening in organizational processes. This combination of applied and theoretical content will allow learners to develop reflective practitioner skills as HRD professionals specializing in OD. It will also enable learners to develop the conceptual and theoretical understanding of OD necessary to:

- Understand the philosophical, historical, theoretical, political and practical underpinnings of OD as a core area of practice within HRD.
- Gain knowledge and skills to appropriately apply models, theories, methodologies, tools, and techniques in facilitating planned change in organizations and institutions.
- Review, synthesize, and critique major streams of literature related to OD with the goal of becoming more informed consumers of such literature;
- Critically reflect upon various philosophies, theories, and methodologies, and develop a personal perspective about the relevance, appropriateness, and potential of OD theory and practice in contemporary organizations and institutions.
- Gain knowledge and expertise in selected areas of OD as a result of course projects and activities.
- Integrate knowledge and expertise about OD through in-depth discussion, cases, self-reflection exercises, and class facilitation; and,
- Further develop research, writing, and critical thinking skills.
Class Dates
This class meets five times this fall – all in COB 203 from 2 pm to 6 pm. The dates are September 7, September 28, October 19, November 9, and December 7,

Required Text

Supplemental Readings
Additional articles (both required and optional) for each week will be posted on this course’s Canvas site.

Additional Supplemental Resources


APA Resources

The website below has helpful information for Learning APA Style. Along the green tool bar, you will find a “Learning APA Style” link. This link will provide you with free tutorials and other resources for learning APA 6th edition style which is the required writing and formatting style associated with the course and doctoral program.


Canvas Login
https://www.uttyler.edu/canvas
Grading

- PopSurveys (sorry, no points) will be posted occasionally before and during class times. Responses are anonymous, and participation is optional … but reviewing the summarized responses (particularly those collected real-time during class) will be fun. And, I will certainly take PopSurvey ideas from the class.

- Group Case Study Presentations (15 points and 15% of the final grade)
  - Groups (consisting of 2-3 learners) will each be assigned a different case during Class 2. The deliverable is a 15-minute PowerPoint presentation to be presented during Class 3. Include a summary of your case in your presentation, and please provide handouts of your slides for each class member and or post them on Canvas in advance of your presentation.

- HBR Article Review (15 points 15% of the grade)
  - This is an individual assignment that is due (posted to Canvas) by 2 pm on September 28, 2018. Each learner will choose an article from Harvard Business Review within the past 5 years that relates specifically to OD. Each learner will prepare a not-to-exceed two-page, single spaced paper that includes:
    ▪ A complete citation of the chosen article;
    ▪ A not-to-exceed 75-word abstract of the article (in your own words and not copied from the article; and,
    ▪ A discussion of the importance of the article for aspiring OD professionals and/or researchers.

- In-Class OD Conference Submission (50% of the final grade)
  - This is an individual assignment. There are three deliverables:
    ▪ A 15-ish page, doubled spaced, 12-point font research paper on any facet of OD that interests you. Describe the phenomenon of interest, why it is important to the OD field, a summary of relevant literature that addresses the topic, and an agenda for future research that specifies at least three directions for future research. Please use APA 6th for formatting and citations. This paper is due at 2 pm on the final day of class. Please post your paper on Canvas and bring one paper copy (for me) to class;
    ▪ A 500-word abstract of the paper that will be used to create an “OD Conference Venue”. Include keywords and APA 6th formatted citations. This abstract is due (posted to Canvas) by 2 pm on November 9, 2018; and,
    ▪ A poster presentation of your paper to be used to facilitate round-table or poster sessions during the last day of class. Most academic conferences have a recommended format for poster presentations, but for our purposes, your poster can be in any format … feel free to be creative!

- Class Participation/Discussion (20 points and 20% of the grade)
Final course letter grades correspond to total points as follows: A (excellent) = 90-100 points, B (average) = 80-89 points, C (poor) = 70-79 points, D or F (failing) = < 60 points.

- All written assignments will be evaluated based upon the following:
  - Style – Clarity of expression on the topic of the written assignment.
  - Relevance – Selection and expression of ideas, concepts, and information being provided to address the nature of the assignment.
  - Defensibility – Demonstrated analytical and conceptual abilities that support the focus of the written assignment, and the quality of evidence for statements included in the assignment.
  - APA Adherence – Type written, page numbered assignments in accordance with APA 6th formatting and citation guidelines.

- Please note that all written assignments will be checked against the Turnitin plagiarism checker. You will get immediate feedback from Turnitin as soon as you upload your assignments to Canvas.

Schedule and Assignments

Class 1 (Sep 7, 2p-6p)

- Topics: Course Logistics; Resistance To/Cynicism About Change; Overview of Organization Development, and the Process of Organization Development
- Required Readings (complete prior to class):
  - Cummings & Worley, Chapters 1-7
- Optional Readings:
  - See supplemental readings on Canvas.
- PopSurveys 1a, 1b, and 1c (due before class):
  - Click the Class 1 PopSurvey links in Canvas to complete these surveys. The first one is not anonymous, but no worries … it’s just contact information. The other two relate to tendencies about organizational change. Consider a current or past organizational experience as you respond to the statements. And no worries here either ... all responses are anonymous and will be summarized for discussion.

Class 2 (Sep 28, 2p-6p)

- Topics: Managing Change, Human Process Interventions, and Technostructural Interventions
- Required Readings (complete prior to class):
  - Cummings & Worley, Chapters 8-14
- Optional Readings:
  - See supplemental readings on Canvas.
- PopSurvey 2a (due before class)
  - Click the Class 2 PopSurvey link in Canvas to complete this anonymous survey.
- HBR Article Review
  - Upload to Canvas Assignments by 2 pm.
- Group Case Studies assigned.
**Class 3 (Oct 19, 2p-6p)**
- **Topics:** Human Resource Interventions, Strategic Change Interventions
- **Required Readings (complete prior to class):**
  - Cummings & Worley, Chapters 15-20
- **Optional Readings:**
  - See supplemental readings on Canvas.
- **PopSurvey 3a (due before class):**
  - Click the Class 3 PopSurvey link in Canvas to complete this anonymous survey.
- **Group Case Studies**
  - Upload PowerPoint presentations to Canvas Assignments by 2 pm (and bring paper copies for class members).

**Class 4 (Nov 9, 2p-6p)**
- **Topics:** Special Applications of Organization Development
- **Required Readings (complete prior to class):**
  - Cummings & Worley, Chapters 21-23
- **Optional Readings:**
  - See supplemental readings on Canvas.
- **PopSurvey 4a (due before class):**
  - Click the Class 4 PopSurvey link in Canvas to complete this anonymous survey.
- **Upload 500-word OD Abstract to Canvas Assignments by 2 pm.**

**Class 5 (Dec 7, 2p-6p)**
- **Topics:** In-Class OD Conference, Course Closure
- **Required Readings (complete prior to class):**
  - None
- **Optional Readings:**
  - See supplemental readings on Canvas.
- **PopSurvey 5a (due before class):**
  - Click the Class 5 PopSurvey link in Canvas to complete this anonymous survey.
- **Upload OD Research Paper to Canvas Assignments by 2 pm (and one paper copy would be welcome).**
- **OD Poster Presentation is due by 2 pm to be presented in class.**
Class Protocol

Students are expected to attend all classes. If a class must be missed, all deliverables are still due on their assigned dates. If a student must miss a class during which he/she was scheduled for a presentation, we will work together to find an alternate date for that presentation.

Feel free to use your laptops to take notes during class, but please silence cell phones. To participate in the PopSurveys launched during class, you will need access to either your Canvas account or your Patriot email.

The University of Texas at Tyler Student Standards of Conduct will be followed. Please pay particular attention to Section 8-802.b.2 which defines "plagiarism" as “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”. In other words, no cut and paste!

More Resources

- **Canvas** is a required tool for this course. All assignments will be posted here, many deliverables are required to be posted here … and most importantly, all grades will be posted here!
- **Dropbox** is a great (and free) collaboration tool for the development of group deliverables. Ditto for **Google Docs**.
- **Perrla for APA** is an inexpensive ($40) paper formatting and citation management tool.
- **UT Tyler Online Library** is fantastic for access to virtually every academic/business journal. Use your Patriots username and password to access.
- **Google Alerts** is another fantastic research tool that will email you every time a new article is published that matches key words you specify.
- **Google Scholar** allows for easy query of peer-reviewed academic articles and publications and **Google Scholar Alerts** sends you an email every time a new academic publication is released that matches your key words.

UNIVERSITY POLICIES

http://www.uttyler.edu/academicaffairs/files/syllabuspolicy.pdf

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.

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: http://www.uttyler.edu/wellness/rightsresponsibilities.php
**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/tobacco-free

**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. (For Fall, the Census Date is Sept. 12.) 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:

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

**Student Accessibility and Resources**
In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University offers accommodations to students with learning, physical and/or psychiatric disabilities. If you have a disability, including non-visible disabilities such as chronic diseases, learning disabilities, head injury, PTSD or ADHD, or you have a history of modifications or accommodations in a previous educational environment you are encouraged to contact the Student Accessibility and Resources (SAR) office and schedule an interview with the Accessibility Case Manager/ADA Coordinator, Cynthia Lowery Staples. If you are unsure if the above criteria applies to you, but have questions or concerns please contact the SAR office. For more information or to set up an appointment please visit the SAR office located in the University Center, Room 3150 or call 903.566.7079. You may also send an email to cstaples@uttyler.edu

**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:
   • copying from another student’s test paper;
   • using, during a test, materials not authorized by the person giving the test;
   • failure to comply with instructions given by the person administering the test;
   • 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;
   • using, buying, stealing, transporting, or soliciting in whole or part the contents of an
     unadministered test, test key, homework solution, or computer program;
   • collaborating with or seeking aid from another student during a test or other
     assignment without authority;
   • discussing the contents of an examination with another student who will take the
     examination;
   • 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;
   • substituting for another person, or permitting another person to substitute for oneself
     to take a course, a test, or any course-related assignment;
   • 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;
   • falsifying research data, laboratory reports, and/or other academic work offered for
     credit;
   • 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
   • 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 Turnitin, available on
    Canvas.
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, this 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)