

# Soules College of Business

Department of Human Resource Development

## Syllabus

### *HRD 6334 Organizational Consulting*

Dr. Paul Roberts

Fall 2019

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#### **Course Description:**

This course offers examination and application of the organizational consulting process that improves organizational effectiveness and efficiency.

#### **Course Objectives:**

At the completion of this course, students will be able to:

1. identify ones leadership style when participating in a consulting project
2. distinguish between a perceived problem and an actual problem
3. identify clients and stakeholders and their respective needs and expectations
4. establish a consulting project team and identify the respective members' social style and strategies used to meet their needs and expectations
5. analyze an organizational system and the driving and resisting forces affecting the consulting process
6. determine the components that most impact the performance problem or organizational breakdown
7. conduct effective diagnosis and identify the root cause of the problem or break down affecting the organization
8. develop an informal feedback strategy to be delivered to the consulting project team regarding the finding, conclusions, alternatives, and recommendations discovered through the first seven steps of the consulting process.

## **Grading Policy and Criteria to Determine Final Course Grade:**

- Leading Class Presentations (30%)
- Consulting Business Plan (45%)
- Final Business Plan presentation and Q&A (15%)
- Class participation (10%)

*Assignment details are in Canvas*

## **Important Dates**

May 26 – Census Date

July 9 – Last Day to Withdraw without Penalty:

## **Tentative Learning Agenda**

### **May 16**

Class Introduction

Chapter One: So You Want to Be a Consultant

Chapter Three: Dollars and Sense

### **June 13**

Chapter Two: Talents and Tolerance

Chapter Four: Starting . . .

Chapter Five: . . . And Staying in Business

### **July 11**

Chapter Six: The Cost of Doing Business

Chapter Seven: Building a Client Relationship

Chapter Eight: Growing Pains

Chapter Nine: The Ethics of the Business

### **August 1**

Chapter Ten: Exude Professionalism

Chapter Eleven: Do You Still Want to Be a Consultant?

Business Plan Presentations

*(Note: Instructor reserves the right to revise the agenda and/or the outline)*

### **Attendance and Make-Up Policy:**

Attending all four class sessions is expected and required for successful completion of learning objectives. If absences occur, it is your responsible for contacting the instructor in advance so that adjustments can be made to the instructional activities planned for a specific session. You are also responsible for all work that is missed due to absent from any class meeting, or portion of it. Since a portion of your grade is based upon class participation and engagement, it should be expected that any missed classes will affect the grade earned for class participation, and will affect the final course grade. One absence is likely to result in a final grade that is one letter grade lower for reasons other than documented illnesses or emergencies. Two or more absences from class will result in a grade of F. Please Note: excused absences for religious days, university authorized sports activities, or active military services are permitted according to the policies outlined in the UT Tyler Graduate Handbook.

### **Textbooks, Materials, and Readings:**

#### **Required textbook:**

The New Business of Consulting: The Basics and Beyon, First Edition  
by Elaine Biech

#### **Recommended:**

Getting Started in Consulting 4th Edition  
by Alan Weiss

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or more absences from class will result in a grade of F. Please Note: excused absences for religious days, university authorized sports activities, or active military services are permitted according to the policies outlined in the UT Tyler Graduate Handbook.

### **Class Participation**

This course is designed as a hybrid format combining face-to-face instructions and online learning through Canvas discussion forum. Your participation in face-to-face and online discussions are critical for the designed learning. Please feel free to email me any time if you have learning related questions.

#### *Online Participation:*

Online activities may be assigned as needed and directed by the instructor.

### **Writing Style**

All writing assignments are to follow APA style with 1" margins on all sides, double-spaced, 12 font-size Time New Roman. For rewritten assignments, please use first person. For example, instead of "this review of literature was conducted by..." it is preferred to use "I conducted the literature review..."

Scholarly writing takes time and effort. You may seek writing assistance in the UT Tyler Writing Center. A rule of thumb for this type of writing is to avoid colloquial or oral language, e.g., spell out "cannot" instead of "can't" and avoid IM language such as LOL, OMG, etc.

### **UT Tyler Honor Code**

According to 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. Therefore, academic dishonesty, such as unauthorized collusion, plagiarism, and cheating, as outlined in the Handbook of Operating Procedures, University of Texas at Tyler, will not be tolerated. University regulations require the instructor to report all suspected cases of academic dishonesty to the Dean of Students for disciplinary action. In the event 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.

### **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/StudentRightsandResponsibilities.html>

### **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](http://www.uttyler.edu/tobacco-free).

### **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 12th day of class (See Schedule of Classes for the specific date).

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

### **Disability Services**

In accordance with federal law, a student requesting accommodation must provide documentation of his/her disability to the Disability Support Services counselor. If you have a disability, including a learning disability, for which you request an accommodation, please contact the Disability Support Services office in UC 282, 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.

**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.

#### **UT Tyler Resources for Students**

- [UT Tyler Writing Center](http://writingcenter@uttyler.edu) (903.565.5995), [writingcenter@uttyler.edu](mailto:writingcenter@uttyler.edu)
- [UT Tyler Tutoring Center](http://tutoring@uttyler.edu) (903.565.5964), [tutoring@uttyler.edu](mailto: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](http://counseling@uttyler.edu) (903.566.7254)