

## HRD 4331 – Workforce and Organizational Development

Soules College of Business  
Department of Human Resource Development  
The University of Texas at Tyler  
Course Syllabus — Fall 2019

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Class Location: Online  
Office: Online

### **Office Hours:**

By appointment only. I will not have formal office hours since this is an online course. Please feel free to contact me by phone or e-mail to set up an appointment.

### **Course Catalog Description**

Evaluation of the workforce of the nation and identifying, assessing and evaluating the needs of industry and education for a quality work force.

### **Textbook**

Required: Castellano, W. G. (2014). *Practices for engaging the 21<sup>st</sup> century workforce: Challenges of talent management in a changing workplace*. Upper Saddle River, New Jersey: Pearson Education, Inc. ISBN-10:0-13-308637-2

Supplemental Referencing Resource:

*APA publication manual* (6<sup>th</sup> ed.). Washington, D.C.: American Psychological Association. ISBN: 978-1-4338-0561-5

### **Learning Objectives**

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

- discuss the trends in workforce development.
- define the principles and interventions of workforce and organization development (OD).
- define the employee engagement framework used by organization development practitioners.
- 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.

### **Course Structure**

This course is conducted entirely online using Canvas as our means of communication. This course is developed in a weekly format to assist you in organizing your time and efforts. The course schedule details each week. Other than textbook reading, questions, quizzes, assignments, and discussions are used to trigger thoughts on how to understand and apply the learned knowledge.

### **Course Requirements and Students Evaluation**

Students will be evaluated based on the quantity, quality, and timeliness of the following efforts.

1. Discussion Board Posts
2. Written Assignments
3. Quizzes

The total possible points are listed below:

Reading Outline – 30% (due November 24)

Discussion Board Participation – 20% (each worth 4%)

Paper Critique – 10% (due October 13)

Quizzes – 40% (each worth 10%)

**Total 100%**

### **Grade Scale Breakdown**

A=90 – 100%

B=80 – 89.9%

C=70 – 79.9%

D=60 – 69.9%

F=BELOW 60%

PLEASE NOTE: All assignments will be screened through “Safe Assignment”. This software compares the student’s submission to those from previous semesters. Students are not permitted to use previous work from other courses, without permission from the instructor. Use of previous work may be considered self-plagiarism. There is no late work and no make-up assignments.

### **Course Assignments**

**NO LATE WORK IS ACCEPTED!**

Assignments are due on the date scheduled and outlined in the course schedule. The assignments have been colored coordinated as below with the course schedule. Late work will not be accepted. All assignments should be uploaded into the respective Canvas assignment link. Failure to do so will result in a zero for that assignment. No assignments are accepted through e-mail.

#### **A. Text Readings:**

Students are expected to read text material prior to engaging in the discussion board in order to be able to actively participate in the online discussions. The instructor encourages active participation from each student. Students should be mindful of both too few contributions as well as the domination of the online discussion. Be respectful of your peers. Discussion and written assignments are created with the assumption that required reading assignments have been completed prior to completion of the discussion and written assignments.

#### **B. Paper Critique:**

Students will analyze a scholarly paper regarding Organizational Development. The instructor will provide the article as well as the information to assist students in the critique process. More information will be posted on Canvas prior to the assignment due date **October 13** by midnight. Please upload assignment in the Canvas link before the deadline.

#### **C. Chapter Reading Outline:**

Each student will keep a readings outline, commenting on each chapter of the text as it is assigned; basically, an outline of the text materials. This outline is to be kept individually by the learner using Microsoft word. We will not be using the journal feature in Canvas. Each week students will journal thoughts and important points from the weekly readings. Please organize your outline by chapter and use Word. The outline should be your highlights of the chapters and can be formatted using bullet points or brief comments; and should be in an outline format. All weekly entries should be in one document. Do NOT submit each chapter as a separate document. Submit the entire document in the Individual Assignment area of the course menu options. Chapter Reading Notes Outline is due **November 24** by midnight.

#### **D. Quizzes:**

Four quizzes will be given throughout the semester dates listed in the course assignment schedule. They will be available for 3 days, generally opening at 8:00 am and closing at 10:00 pm on the final day. Students will only have a fixed amount of time to complete the quiz once you start it. Once the clock starts, it does not stop, even if you log out, or your computer locks up. Technical issues may occur and must be addressed immediately. Always use a reliable computer (not cellular phone). Do not wait until the last minute to start the quiz. Contact the instructor immediately by e-mail with any issues. Technical issues are up to the instructor's digression. No make-up quizzes are given.

#### **E. Syllabus Quiz:**

The syllabus quiz is required for all students; failure to take it will result in a loss of points (3%) in class participation.

#### **F. Discussion Board Posts:**

The discussion board is located under the discussion board tabs. Each student is responsible for participating in the asynchronous discussions. Check the discussion area often. Student participation will include posting answers to questions posed by the instructor and replying to other participants posting by the stated due date in the course schedule. At least one posting per discussion question is required. All discussion postings must be completed by midnight central standard time on the due date. Quality of answers is as important as quantity. A student's comments should add to the discussion and reflect graduate level work. Each post should be a minimum of two paragraphs and comments should be supported, as required, with references cited appropriately. When posting to the discussion area, please type your comments directly into the discussion. Do NOT type your comments into a document and then attach it to the discussion. This method is difficult for some students to access.

### **Course Policies**

#### **Written Assignments**

All written assignments are to be completed in Microsoft Word or as Rich Text Format and submitted in a timely manner. Deadlines are listed in the course outline. Please note that all written assignments must be submitted by midnight central standard time on the due date. All written assignments should be submitted through Canvas in the appropriate link. If your web connection is down for some reason, assignments may be faxed to 903.565.7372 by the deadline. Please note that if the assignment is faxed, it must be submitted to the assignment link in Canvas no later than 24 hours after the due date. Failure to upload will result in a zero for the assignment. Faxing only ensures that it is not counted late. In addition, students must notify the instructor through e-mail about faxing the assignment. Technical issues do NOT warrant an excuse for submitting late. No assignments are accepted through e-mail. Plagiarism is a serious academic offense. Please avoid the consequences of academic dishonesty by citing all sources that are used in your work. More details are provided in the Academic Dishonesty section of this document.

#### **Make-up Policy**

There are NO make-up assignments; NO late assignments accepted. All due dates are posted in the syllabus; therefore, there will be NO late work. All assignments are due on the date posted in the syllabus unless changed by the instructor prior to the due date.

#### **Use of Canvas**

Please use your UTT email ID and password access the blackboard. All class information will be posted on Canvas for students to review. It is the students' responsibility to regularly check Canvas for assignments. Due to the nature of this course, students should check Canvas every day for announcements and discussion posts. It is the student's responsibility to read all correspondence and

keep up with the due dates and deliverables for this course. The key to successful completion of this course, or any online course, is organization. This course is not a self-paced course and requires constant use of Canvas. Please keep up with all communications and deadlines, as deadlines exist because the course is offered within the UT Tyler course schedule and so that students can complete the course successfully in a timely manner.

Note: The instructor reserves the right to administer evaluations regarding group performance and individual participation. If there are problems with a group member, please contact the instructor immediately. Evaluations will be averaged and then used as the basis for an individual's discussion board grade.

## **University Policies**

### **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.

### **Academic Dishonesty Statement**

The faculty expects from its 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 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://www2.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 <https://www.uttyler.edu/about/campus-carry/>

### **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 that students need to be aware of this semester. 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.

### **Disability Services**

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 office and schedule an interview with the Accessibility Case Manager/ADA Coordinator, Cynthia Lowery Staples. If you are unsure if the above criteria apply 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](mailto: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. Failure to communicate the event or activity prior to the due date of any assignment will result in a zero; no make-up will be given due to lack of communication or preparation on the student’s part.

### **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 instructor 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 plagiarism software.

**UT Tyler Resources for Students**

UT Tyler Writing Center (903.565.5995), [writingcenter@uttyler.edu](mailto:writingcenter@uttyler.edu)

UT Tyler Tutoring Center (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 (903.566.7254)

**HRD 4331 – Workforce and Organizational Development  
Fall 2019 Course Schedule**

Week	Dates	Topic	Readings	Discussion Post	Assignment Due
1	Aug. 26 – Sept. 1	Introduction	Syllabus	Due 1/24	Introductions on Canvas due 9/1 Syllabus Quiz due 9/1
2	Sept. 2 - 8	Welcome to the New Normal	Chapter 1		Chapter Notes to Outline
3	Sept. 9 - 15	Globalization		Due 9/15	Discussion Post
4	Sept. 16 - 22	The 21 <sup>st</sup> Century Workforce	Chapter 2		Quiz 1 due 9/22 Chapter Notes to Outline
5	Sept. 23 - 29	Generational Differences		Due 9/29	Discussion Post
6	Sept. 30 – Oct. 6	Challenges of Talent Management	Chapter 3		Quiz 2 due 10/6 Chapter Notes to Outline
7	Oct. 7 - 13	Workforce Development Articles		Due 10/13	Paper Critique due 10/13 Discussion Post due 10/13
8	Oct. 14 - 20	Employee Engagement	Chapter 4		Quiz 3 due 10/27 Chapter Notes to Outline
9	Oct. 21 - 27	Employee Engagement Framework	Chapter 5		Chapter Notes to Outline
10	Oct. 28 – Nov. 3	Increasing Need for Organizational Adaptability	Chapter 6	Due 11/3	Chapter Notes to Outline Discussion Post due 11/3
11	Nov. 4 - 10	Practices to Create Employee Engagement	Chapter 7		Quiz 4 due 11/10 Chapter Notes to Outline
12	Nov. 11 - 17	Achieving Success	Chapter 8		Chapter Notes to Outline
13	Nov. 18 - 24	Review of Textbook			Chapter Notes due 11/24
14	Nov. 25 – Dec. 1	Thanksgiving Break			Holiday
15	Dec. 2 - 9	Course wrap up Final Thoughts		Due 12/9	Discussion Post

**Note:** The instructor reserves the right to amend the syllabus, make changes including revising assignments, tentative schedule and evaluation as necessary.



## Discussion Board Rubric

The following rubric will be used to grade discussion board posts.

Points	1	2	3	4
Promptness and Initiative	Does not respond to most postings; rarely participates freely	Responds to most postings several days after initial discussion; limited initiative	Responds to most postings within a 24-hour period; requires occasional prompting to post	Consistently responds to postings in less than 24 hours; demonstrates good self-initiative
Delivery of Post	Utilizes poor spelling and grammar in most posts; posts appear "hasty"	Errors in spelling and grammar evidenced in several posts	Few grammatical or spelling errors are noted in posts	Consistently uses grammatically correct posts with rare misspellings
Delivery of Post Relevance of Post	Posts topics which do not relate to the discussion content; makes short or irrelevant remarks	Occasionally posts off topic; most posts are short in length and offer no further insight into the topic	Frequently posts topics that are related to discussion content; prompts further discussion of topic	Consistently posts topics related to discussion topic; cites additional references related to topic
Expression Within the Post	Does not express opinions or ideas clearly; no connection to topic	Unclear connection to topic evidenced in minimal expression of opinions or ideas	Opinions and ideas are stated clearly with occasional lack of connection to topic	Expresses opinions and ideas in a clear and concise manner with obvious connection to topic
Contribution to the Learning Community	Does not make effort to participate in learning community as it develops; seems indifferent	Occasionally makes meaningful reflection on group's efforts; marginal effort to become involved with group	Frequently attempts to direct the discussion and to present relevant viewpoints for consideration by group; interacts freely	Aware of needs of community; frequently attempts to motivate the group discussion; presents creative approaches to topic