

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

HRD 5352: Organizational Development (OD)

Fall 2019

**Meeting Dates: August 26 – December 14, 2019
This is a fully-online course, facilitated via Canvas**

Course Syllabus

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.

Facilitator: Dr. Sam Carrell, Ph.D.

Contact Information:

- Dept. Phone: (903) 566-7310
- Dept. Fax: (903) 565-5650
- Instructor Email: Scarrell@uttyler.edu (**Please use Canvas**)

Office Hours: The instructor will typically be available to respond to Canvas messages or emails only outside normal business hours.

- ***Please send all emails via Canvas whenever possible***
- If you need to reach the facilitator in the event of an emergency, please call (903) 566-7310 and the HRD Department will contact me by cell phone.

Required Course Textbook:

- Cummings, T. G., & Worley, C. G. (2015). Organization development and change (10th ed.). Stamford, CT: Cengage Learning. ISBN: 978-1-133-19045-5 2

Supplemental Referencing Resource:

- APA publication manual (6th ed). Washington, D.C.: American Psychological Association. ISBN: 978-1-4338-0561-5
- Additional open-access APA formatting resource:
https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_style_introduction.html

Canvas: This course will be administered entirely via Canvas: <https://www.uttyler.edu/canvas/>

Important Dates:

- Class Begins – August 26
- [Census Date](#) – September 9
- [Last Day to Withdraw from Classes](#) – November 4
- Thanksgiving Holiday – November 25-30
- Final Assignment Due – December 10 (**This is a Tuesday**)
- End of Semester – December 14

<https://www.uttyler.edu/schedule/files/academic-calendar-19-20.pdf>

Tips for Success:

- Read the Course Schedule section for details on course reading schedules and due dates.
- When in doubt about anything in the course, please don't hesitate to ask the instructor. There is no penalty for asking questions, but there might just be one for guessing wrong.
- Check the Announcements in Canvas regularly; that feature will be used heavily.
- Much like actual OD work, this course will require that you are able to function as part of a team. ***Take that to heart from the start, even if you really don't like group work.***
- Double check your discussion posts to be sure you didn't miss any dates and that you made the required number of replies; grading penalties in this area are stiff.
- Use the Illiad option to get articles UT Tyler doesn't have regular access to – the Library team behind that feature are very efficient at hunting down resources quickly.
- Remember that all group members are graded equally on group papers, so everyone on the team is responsible for the full content, regardless of who wrote what section. This may mean you have to have a tough discussion with a group member about their writing - don't be afraid to do that. It is better to hash that out honestly, even if the feedback seems harsh, and get a better grade than to avoid a conflict and have your grade suffer. This also means you need to be open to the comments/criticisms of your group members about your own writing if/when it is questioned.
- Do one final edit / double check of your case papers, ***in MS Word***, for formatting and basic errors before you submit the final version for grading.
 - If you send the 'working draft' or a copy full of comments, that will be what gets graded; ***you don't want that.***
 - ***Spelling and grammar count!*** Any errors that MS Word automatically flags when the instructor opens your final paper will ***absolutely*** cost you points.
- The Writing Center is a good resource for an additional round of editing for your papers.

Course Requirements and Participation:

- **Class Participation** – Participation in all class activities is required for the accomplishment of course objectives.

Excused absences for religious holy days or active military services are permitted according to the policies outlined in the UT Tyler Graduate Handbook. Students are encouraged to contact the instructor regarding any other special / extenuating circumstances that will temporarily prevent them from completing one or more assignments at all / in a timely manner so that reasonable accommodations may be discussed and arranged, as appropriate. In short, I understand that life happens, so please let me know if something comes up.

- **Due Dates** – Unless otherwise specified, all assignments are due by 11:59PM CST on the date listed in the syllabus.
- **Late Assignments** – Late assignments will not be accepted, and a grade of zero (0) will be awarded if a due date is missed. Exceptions will be made as appropriate for accommodations related to religious holy days, active military services, or other special circumstances that have been approved by the instructor.
- **Working Ahead** – All quizzes will be opened up beginning the first official day of the session, so working ahead on that portion of the course is permitted.
- **Reading Assignments** – Students are expected to remain up-to-date on the assigned readings.

The reading load for this course is very intensive – please plan accordingly.

- **Writing Assignments** – All written assignments in the course are expected to be completed at a level of quality appropriate for graduate-level coursework. Spelling, correct word usage, and grammar absolutely count, and all posts and papers should be reviewed/edited for quality prior to being submitted. All referenced materials, including tables adapted from the text, must be properly cited.
- **Weekly Quizzes** – There will be quizzes due each week, covering the chapter(s) that were assigned for that week; some weeks will have multiple quizzes. Each quiz will have a time limit that is not long enough to actively look up answers to the questions as you go; reading the assigned chapters before beginning the quiz will be essential to your success.
- **Discussions** – Students are expected to participate actively in all assigned discussions. Please take note of the minimum word counts, number of required posts, and due dates associated with each discussion in the Course Schedule table.

- **Group Case Paper Assignments** – The major written assignments for this course will all be group projects related to cases from the text. These papers will require the groups to research and cite additional references beyond the course text, using the paper formatting listed in this syllabus.
 - Groups may cite other class members' (or group members') discussion post entries, using proper APA formatting to give due credit. Any such citations should be limited to not more than two (2) direct quotations, of no more than 1-2 sentences each, per paper.
 - Copy/pasting large portions of text directly from assigned discussions into final case paper documents is not permitted, and will be checked for. Please also note that doing so, even if the block of text was originally written by a group member, may constitute plagiarism.
 - A .PDF copy of each referenced article must be submitted with each paper.
 - ***Do not broadly summarize the cases as part of your papers.*** Doing so is not part of any of the assignment prompts.

- **Case Paper Format** – All papers for this course will use standard APA 6th edition formatting, including:
 - Font: Times New Roman, 12
 - Spacing: Double spacing
 - Margins: MS Word 'Normal' 1 inch
 - Cover Sheet: Include assignment title (e.g. Case 2), group number, course information, and the names of all group members.
This page is separate from the content page count.
 - References: Follow APA 6th edition formatting; see APA Manual or Purdue Owl's APA website for examples.
These page(s) are separate from the content page count.

- **Reference Definitions:**
 - **Scholarly Articles:** Publications from research-driven, peer-reviewed journals, such as HRD Quarterly, Journal of Management, etc. Use the Muntz Library's search pages to access these materials.
 - **Practitioner Literature:** Publications featuring articles/columns written by and for practitioners, such as Sloan Management Review, The Economist, or Business Insider. These can generally be found via searches on the Muntz Library's search pages, Google, or other services.

Grading:

Breakdown: Quizzes and discussions, which are individually-determined, account for approximately 49% of course points. Group case papers account for the remaining 51%.

| <u>Graded Items</u> | <u>Points Possible</u> |
|----------------------------|-------------------------------|
| Syllabus Quiz | 20 |
| Chapter Quizzes | 210 |
| Discussion 1 | 50 |
| Discussion 2 | 50 |
| Discussion 3 | 100 |
| Case 1 Paper | 100 |
| Case 2 Paper | 150 |
| Case 3 Paper | 200 |
| Grand Total | 880 |

Final grades will be calculated based solely upon the total number of points earned by each student, as detailed below.

NOTE: Canvas will automatically calculate an overall grade percentage – please ignore this, as it may not be accurate; any bonus points throw off the percentages.

| <u>Final Point Total</u> | <u>Grade</u> |
|---------------------------------|---------------------|
| 792 - 880 | A |
| 704 - 791 | B |
| 616 - 703 | C |
| 528 - 615 | D |
| 527 or less | F |

See the Case Paper Rubric document for details on how the Case Paper assignments are graded.

Grading Penalties / Failure to Participate:

Participation is taken seriously in this course, and there are accordingly stiff grading penalties for failure to participate in the class/group activities. Please be aware that these penalties are not assessed lightly, and that repeated failure to participate will not be tolerated.

Case Discussions:

- Initial posting made late – 20 points.
- Required response due date missed – 10 points per occurrence.
- Minimum number of required posts not made – **Automatic 0**.
This counts as a 'failure to participate' occurrence.

Case Paper Assignments:

In the event a group member fails to participate in the writing of any of the three case assignments, their fellow group members have the right to inform the instructor of their lack of participation. If there is *unanimous agreement* among all group members regarding the lack of participation, the instructor will contact the indicated student(s) and give them the opportunity to provide evidence of their participation; they will have three (3) business days to do so. If, upon review of this evidence, the instructor concurs with the group that one or more students have not adequately participated in the assignment, grading penalties will be assigned as follows:

- **Minimal participation:** The identified students' grades will be set as 40% lower than the grade earned by the group for that assignment (e.g. if the group earned 80% of the available points, those receiving this penalty would earn only 40%).
This counts as a 'failure to participate' occurrence.
- **Zero participation:** The identified students' grades will be set to zero (0) for that assignment. *This counts as a 'failure to participate' occurrence.*

Bonus Point Penalties:

Students who receive any 'failure to participate' occurrences will have any points earned from the group bonus assignment for this course halved.

- Any bonus points earned individually will not be impacted.

Automatic "F" Grade Conditions:

Any student who earns two 'failure to participate' occurrences will receive an automatic "F" for the course. The graduate advisors for the Soules College of Business will be notified if/when this occurs.

Assignment Details:

- **Syllabus Quiz:** This quiz will cover key details of the syllabus to prepare students for the course as a whole; it is worth 20 points.
- **Chapter Quizzes** must be completed in one session, within the allotted time. Please read the assigned chapters thoroughly before beginning each quiz; you will not have time to look up answers from scratch as you go. Each quiz will include 5 questions per chapter covered, with each question worth two points.
- **Case Discussions:** These class-wide discussions will require each student to make a moderate-length initial post reflecting on certain aspects of each case, as well as a specified number of replies to their classmates. There are specific due dates for these postings, noted in the *Course Schedule* section of the syllabus.

Case 1 Class Discussion: *Application 3.2 - Kindred Todd and the Ethics of OD* (Chapter 3, p. 65-66)

- **Initial Response:** Minimum 300 words. Identify and briefly discuss three major ethical issues present in the case; make note of potential fallout from each issue, and which party the issue originated with. See Assignments / Course Schedule section for date requirements.
- **Follow-Up Posts:** A *minimum* of three on-topic posts in response to fellow class members' posts, either to concur with their take on one or more issues or to offer an alternative perspective. Each follow-up post must be at least 150 words in length. See Assignments / Course Schedule section for date requirements. Additional responses beyond the first three are encouraged, and may be shorter.
- **Point Value:** A maximum of 50 points.

Case 2 Class Discussion: *Kenworth Motors* (Chapter 9, p. 234-237)

- **Initial Response:** Minimum 300 words identifying and briefly discussing three mistakes made by the consultant during the entering and contracting phase; see Assignments / Course Schedule section for date requirements.
- **Follow-up Posts:** A *minimum* of three on-topic posts in response to fellow group members' posts, each of which must be at least 150 words in length; see Assignments / Course Schedule section for date requirements. Additional responses beyond the first three are encouraged, and may be shorter.
- **Point Value:** A maximum of 50 points.

Case 3 Class Discussion: *B.R. Richardson Timber Products Corporation* (Integrative Cases, p. 750-763)

- **Note:** This case presents a wealth of information. It is strongly recommended that you read this case multiple times, and that you take notes as you read

- **Initial Response:** Minimum 300 words highlighting three significant issues with the organization's current management, safety culture, HR systems, communication systems, technology, or employee culture; see Assignments / Course Schedule section for date requirements.
 - **Follow-Up Posts:** A *minimum* of five on-topic posts in response to fellow group members' posts, each of which must be at least 150 words in length; see Assignments / Course Schedule section for date requirements. Additional responses beyond the first five may be shorter.
 - **Point Value:** 100 points
- **Case Papers and Optional Bonus Assignment:**
- Refer to the *Case Paper Rubric* document in Canvas for details.

Course Schedule:

All assignments are due by 11:59:59PM CST on the indicated date.

| Week | Dates | Readings | Discussion | Assignments / Due Dates |
|------|---------------|---|-----------------------|--|
| 1 | 8/26 – 9/1 | Syllabus Ch. 1 & 23 | Post intros Case 1 | Intro – 8/28 Syllabus Quiz – 9/1 Quizzes – 9/1 |
| 2 | 9/2 – 9/8 | Ch. 2-3 | Case 1 | Case 1 Initial Post – 9/4 Case 1 First Reply – 9/8 Quizzes – 9/8 |
| 3 | 9/9 – 9/15 | Ch. 4-5 | Case 1 | Case 1 Second Reply – 9/11 Case 1 Final Reply – 9/15 Quizzes – 9/15 |
| 4 | 9/16 – 9/22 | Ch. 6-7 | Case 1 | Quizzes – 9/22 Case 1 Paper – 9/22 |
| 5 | 9/23 – 9/29 | Ch. 8-9 | Case 2 | Quizzes – 9/29 |
| 6 | 9/30 – 10/6 | Ch. 10-11 | Case 2 | Case 2 Initial Post – 10/1 Case 2 First Reply – 10/6 Quizzes – 10/6 |
| 7 | 10/7 – 10/13 | Ch. 12 | Case 2 | Case 2 Second Reply – 10/13 Quiz – 10/13 |
| 8 | 10/14 – 10/20 | Ch. 13-14 | Case 2 | Quizzes – 10/20 Case 2 Third Reply – 10/20 |
| 9 | 10/21 – 10/27 | Ch. 15 | Case 2 | Quiz – 10/27 Case 2 Paper – 10/27 |
| 10 | 10/28 – 11/3 | Ch. 16 | Case 3 | Quiz – 11/3 Bonus Paper Article Selections – 10/27 |
| 11 | 11/4 – 11/10 | Ch. 17 | Case 3 | Case 3 Initial Post – 11/5 Case 3 First Reply – 11/10 Quiz – 11/10 |
| 12 | 11/11 – 11/17 | Ch. 18 | Case 3 | Case 3 Second and Third Replies – 11/17 Quiz – 11/17 |
| 13 | 11/18 – 11/24 | Ch. 19 | Case 3 | Case 3 Fourth and Fifth Replies – 11/24 Bonus Paper – 11/24 Quiz – 11/24 |
| 14 | 11/25 – 12/1 | Thanksgiving – Take some time off! | | |
| 15 | 12/2 – 12/8 | Ch. 20 | Case 3 | Quiz – 11/24 |
| 16 | 12/9 – 12/14 | N/A | Case 3 | Case 3 Paper – 12/11 (Tuesday) |

UNIVERSITY POLICIES AND ADDITIONAL INFORMATION

Academic Dishonesty

Cheating, plagiarism, or other forms of academic dishonesty in this course will not be tolerated. The first incident of suspected academic dishonesty will result in an immediate referral to the Director of Judicial Affairs; there will be no warnings issued. If cheating or academic dishonesty is confirmed by Judicial Affairs, a punitive grade of “F” will be assigned for the course.

- Judicial Affairs website: <http://www.uttyler.edu/judicialaffairs/scholasticdishonesty.php>

Students should be aware that all major papers will be checked for plagiarism using software designed for that purpose.

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 and Census Date Policies

Students repeating a course for grade replacement must complete a Course Repeat / Grade Replacement Enrollment Form and note the repeated course as “For Grade Replacement” at the time of enrollment. Course Repeat / Grade Replacement Enrollment Forms are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Enrolling in courses being repeated for Grade Replacement must be completed on or before the Census Date.

The Census Date is the deadline for many forms and enrollment actions of which students need to be aware. Students should refer to the [Academic Calendar](#) for each semester or session's Census Date. Actions which must be completed on or before the Census Date include:

- Submitting requests to withhold directory information
- Approvals for taking courses as Audit or Credit/No Credit
- Receiving 100% refunds for partial withdrawals; there is no refund for these after the Census Date.
- Schedule adjustments including enrolling in new courses, section changes, and dropping courses without a "W" grade.
- Being reinstated / re-enrolled in classes after being dropped for non-payment.
- Completing the process for tuition exemptions or waivers through Financial Aid.

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 Cynthia Lowery, 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:
 - 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 plagiarism software.

Incomplete Policy ("I" Grades)

If a student, because of extenuating circumstances, is unable to complete all of the requirements for a course by the end of the semester, then the instructor may recommend an Incomplete (I) for the course. The "I" may be assigned in lieu of a grade only when all of the following conditions are met: (a) the student has been making satisfactory progress in the course; (b) the student is unable to complete all course work or final exam due to unusual circumstances that are beyond personal control and are acceptable to the instructor; and (c) the student presents these reasons prior to the time that the final grade roster is due. The semester credit hours for an Incomplete will not be used to calculate the grade point average for a student.

The student and the instructor must submit an Incomplete Form detailing the work required and the time by which the work must be completed to their respective department chair or college dean for approval. The time limit established must not exceed one year. Should the student fail to complete all of the work for the course within the time limit, then the instructor may assign zeros to the unfinished work, compute the course average for the student, and assign the appropriate grade. If a grade has not been assigned within one year, then the Incomplete will be changed to an F, or to NC if the course was originally taken under the CR/NC grading basis.

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)

Disclaimer:

- Information in this syllabus may be subject to change. Any changes will be communicated by the instructor via a Canvas announcement and email to all class members.