

## **HRD 6366 Organizational Change and Development**

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

### **Syllabus**

Course:	HRD 6366	Instructor:	Judy Y. Sun
Title:	Org. Change & Development	Office:	COB315.18
Section:	001	Office Hours:	11:00am-2:00pm Tue
Semester:	Fall, 2019	Other Availability:	By appointment
Class Time:	Sat: 1:00pm – 5:00pm	Phone #:	903-565-5912
Location:	COB 00251	Email:	<a href="mailto:jsun@uttyler.edu">jsun@uttyler.edu</a>
		Preferred Contact:	Email

#### **Course Description:**

This course covers the foundations of organizational change and development research. Emphasis is placed on the human factors of organizational changes, including leadership; influential organizational change models; stages of organizational change; and organizational culture change. It is aimed to develop understanding of organizational changes and equip HRD practitioners in developing appropriate interventions to facilitate positive organizational changes and improve firm performance. The overall objectives of the course are:

The objective of this course is to develop your knowledge in the following areas:

- Develop an understanding of theoretical foundations and principles of organizational change;
- Examine the organizational change models and types of organizational change.
- Select appropriate method for conceptualizing emerging issues on organizations
- Compare and contrast leadership and development approaches in facilitating organizational change

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

##### **Textbooks:**

Burke, W. W. (2017). *Organizational change: Theory and practice*, 5th Edition. Thousand Oaks, CA: Sage Publications. ISBN: 978-1506357997; ISBN-10: 9781506357997

Cummings, T. G., & Worley, C. G. (2014). *Organization Development and Change*, 10<sup>th</sup> edition. Cengage learning. ISBN-13: 978-1133190455; ISBN-10: 1133190456

Supplemental Resource:

*APA publication manual* (6th ed.). Washington, D.C.: American Psychological Association.

ISBN: 978-1-4338-0561-5

The following link may help you start with learning on APA style.

<http://www.apastyle.org>

Additional readings will be listed below in the syllabus on page 6 and assigned in Canvas.

### **Learning Requirement, Rationale, and Assessment Criteria**

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

1. Attendance and active participation in classes, including all online and classroom discussions and activities.
2. Quality writing assignments
3. Clear and professional class presentations.

A (90-100 %)	Excellent work and evidence of achieving each of the learning objectives at an expert level
B (80-89 %)	Good work and evidence of achieving each of the learning objectives at a mastery level
C (70-79 %)	Average work and evidence of achieving each of the learning objectives at a modest level
D (60-69 %)	Poor work and little or no evidence of achieving each of the learning objectives
F (59 % and below)	Unacceptable work and no evidence of achieving each of the learning objectives

### **Class Meeting Dates:**

<b>September 7</b>	<b>1:00pm – 5:00pm</b>
<b>September 28</b>	<b>1:00pm – 5:00pm</b>
<b>October 19</b>	<b>1:00pm – 5:00pm</b>
<b>November 16</b>	<b>1:00pm – 5:00pm</b>
<b>December 7</b>	<b>1:00pm – 5:00pm</b>

### **Topical outline for HRD 6366**

**Module 1: Overview of the course and the process of organizational change**

**Module 2: Organizational Research and Change Models**

### **Module 3: Human Process Interventions**

### **Module 4: Levels of Organizational Changes**

### **Module 5: Leadership and Organizational Culture Change**

The total possible points for HRD 6366 assignments are listed below:

1. Critique paper: Critique a journal article in organizational change. The critique must be at least 5 pages (double space) (20%).
  3. Blackboard discussion participation (20%)
  4. Final research paper (30%)
  5. Research Paper Presentation (10%)
  6. Class attendance and participation (20%)
- Total: 100

Assignments must be submitted on the due date scheduled. Late submissions will not be accepted without prior approval. Approved late submissions may result in lower grades.

#### **Date to Withdraw without Penalty:**

Please see UT Tyler policy

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

Attending all five class sessions is expected and required for successful completion of learning objectives. If absences occur, it is your responsibility to inform the instructor in advance so that adjustments can be made to the instructional activities planned for the class 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 is expected that any missed classes will affect the grade earned for class participation, and will affect the final course grade. 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.

#### **Class Engagement and Participation**

This course is designed as a hybrid format combining face-to-face instructions and online learning through Canvas discussion forum. You are expected to attend all the scheduled classroom sessions, ask questions, and contribute constructively to the entire class. If you miss a session, not only you lose the opportunity to learn, but your classmates will also lose the opportunity to learn from you. Please also feel free to email me any time if you have learning related issues or questions.

### **Policy on Your Cell Phone Use**

Using a cell phone is prohibited during class time. To avoid interruption during the class sessions, please make sure your cell phone is turned off before entering the classroom.

### **Writing Style**

All writing assignments are to follow APA style with 1” margins on all sides, double-spaced, 12 font-size Time New Roman, and left justified. Please refer to APA publication manual (6<sup>th</sup> edits) for details.

### **Sending an Email to Professor:**

In order to ensure I get your email, it is important to:

Send your email from the Patriot email account, and

Put “**HRD 6366.001**” in your email’s subject line.

### **Note:**

The above information is needed to ensure your email not treated like spam and gets timely attention.

Additionally, in order to protect the privacy of students, the university requires that all email communication with students be conducted through the university patriot email system.

It is your responsibility to regularly check your patriot email account.

### **Technical Support Information:**

If you experience technical problems with this course or Canvas, contact the 24/7 Canvas Support by phone or chat by clicking the Help button “?” in Canvas which is located at the bottom of the Canvas Global Menu on the left side of the window.

When you contact Canvas Support, be sure to include a complete description of your problem or question including:

- \* The title and number of the course
- \* The page in question
- \* If you get an error message, a description and message number

\* What you were doing at the time you got the error message

You can also search the Canvas Student Guide for useful information on using Canvas at <https://community.canvaslms.com/docs/DOC-10701>

If you are experiencing login/password problems or need support for other technical issues, contact Campus Computing Services located in the Business Building (BUS 101), by phone 903-565-5555, or by email at [itsupport@uttyler.edu](mailto:itsupport@uttyler.edu)

### **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.

### **UNIVERSITY POLICIES AND ADDITIONAL INFORMATION THAT MUST APPEAR IN EACH COURSE SYLLABUS**

#### **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](http://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. 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.

### **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 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)

## **Partial Reading List:**

- Coetzer, A., Kock, H., & Wallo, A. (2017). Distinctive characteristics of small businesses as sites for informal learning. *Human Resource Development Review*, 16: 111-134.
- Kornelakis, A. (2014), Balancing flexibility with security in organizations? Exploring the links between flexicurity and human resource development. *Human Resource Development Quarterly*, 13: 398-412.
- Sun, J. Y. and Wang G. G. (2016). "It is that time again:" The political dimension of firm governance in the Chinese contexts. *Organizational Behavior and Human Decision Processes*.
- Pradipta, R. H., & Nursyamsiah, S. (2018). Influence of Enterprise–supplier Collaboration, Government Intervention, and the Ethical Culture of Guanxi Applied through Paguyuban or Patembayan on Product Co-development: Empirical Studies on SMEs in DI Yogyakarta. *Review of Integrative Business and Economics Research*, 7, 290-303.
- Jha, S. (2014). Transformational leadership and psychological empowerment: Determinants of organizational citizenship behavior. *South Asian Journal of Global Business Research*, 3(1), 18-35.
- Bartunek, J. M., & Moch, M. K. (1987). First-order, second-order, and third-order change and organization development interventions: A cognitive approach. *The Journal of Applied Behavioral Science*, 23(4), 483-500.
- Palmer, I., Dunford, R., & Akin, G. (2006). Managing organizational change: A multiple perspectives approach.
- Sturdy, A., & Grey, C. (2003). Beneath and beyond organizational change management: Exploring alternatives. *Organization*, 10(4), 651-662.
- Eisenbach, R., Watson, K., & Pillai, R. (1999). Transformational leadership in the context of organizational change. *Journal of organizational change management*, 12(2), 80-89.
- DeNisi, A. S. (2011). Managing performance to change behavior. *Journal of Organizational Behavior Management*, 31(4), 262-276.
- Jing, R., & McDermott, E. P. (2013). Transformation of State-owned Enterprises in China: A Strategic Action Model. 中国国有企业改制: 一个战略行动模型. *Management and Organization Review*, 9(1), 53-86.

## **A Listing of Potential Publication Outlets\***

*Asian Pacific Education Review*  
*New Horizons in Adult Education and Human Resource Development*  
*Adult Education Quarterly*  
*The Canadian Journal of Adult Education Studies*  
*The International Journal of Lifelong Education*  
*The Journal of Continuing Higher Education*  
*The New Zealand Journal of Adult Learning*  
*The Pennsylvania Association for Adult and Continuing Education (PAACE) Journal of Lifelong*

*Human Resource Development Quarterly*  
*Human Resource Development International*  
*Human Resource Development Review*  
*Advances in Developing Human Resources Performance Improvement Quarterly*  
*The Academy of Management Review*  
*The Academy of Management Journal*  
*The Academy of Management Executive*  
*The Academy of Management Learning and Education Strategic Management Journal*  
*Asia Pacific Journal of Management*  
*Leadership Quarterly*  
*Human Resource Management Review*  
*Journal of Organizational Behavior*  
*Journal of Applied Behavioral Science*  
*Journal of Managerial Inquiry*  
*Organizational Dynamics*  
*International Journal of Human Resource Management International Journal of Manpower*  
*Management Learning*  
*Harvard Business Review*  
*Sloan Management Review*  
*California Management Review*  
*The Journal of Workplace Learning*  
*The International Journal of Training and Development The Journal of Management*  
*Development*  
*Human Resource Management*  
*Human Resource Management Journal*  
*International Journal of Human Resource Management Journal of Applied Behavioral Science*  
*Journal of Applied Psychology*  
*Journal of Business and Psychology*  
*Journal of Business Ethics*  
*Journal of Career Development*

*Journal of European Industrial Training NOW European Journal of Training and Development*  
*Journal of Occupational and Organizational Psychology*  
*Organization Science*  
*Organization Studies*

*Personnel Psychology*  
*Personnel Review*  
*Leadership and Organization Development Journal*  
*Organization Development Journal*  
*Journal of Organizational Behavior*  
*Journal of Vocational Behavior*  
*Journal of Vocational Education Research*  
*Journal of Human Resources*  
*Career Development International*  
*Education & Training*  
*Industrial and Commercial Training*  
*The International Journal of Educational Management*  
*Journal of Educational Administration*  
*Journal of Knowledge Management*  
*Employee Relations*  
*Journal of Managerial Psychology*  
*Journal of Change Management*  
*Journal of Organizational Change Management*  
*Personnel Review*  
*Administrative Science Quarterly*  
*Human Relations*  
*Women in Management Review*  
*Training*  
*T+D (ATD)*  
*Performance Improvement*  
*The Learning Organization Journal: An International Journal Business Horizons*  
*International Business Review*  
*Journal of International Management*  
*Journal of World Business*  
*International Journal of Management Reviews*  
*The British Journal of Management*  
*Journal of Management*  
*SAM Advanced Management Journal*  
*Journal of Management Studies*  
*International Journal of Evidence Based Coaching and Mentoring*

*NOTE: Other Journals Listed on the College of Business and Technology Website:*

<http://www.uttyler.edu/cbt/facultydocs.php>

*[Approved Publication Listing as of August 2016]*

**\*Potential Conference Venues [Some have published Conference Proceedings]:**

The Academy of Management (AOM)

The Academy of Human Resource Development (AHRD)

The Society for Advancement of Management (SAM)

The Southern Management Association (SMA)

The Society for Advancement of Management (SAM)

The Adult Education Research Conference (AERC)

The Annual Conference on HRD Research and Practice Across Europe [The UFHRD

Conference Across Europe

The AHRD Asian Chapter Conference

Midwest Research to Practice Conference

The American Association for Adult and Continuing Education (AAACE)

Association for Talent Development (ATD) (Formerly The American Society of Training and Development Conference (ASTD)

The International Society of Performance Improvement (ISPI)

The International Conference on Researching Work and Learning Society of Human Resource Management Conference (SHRM) SCUTREA Conference

Transformative Learning Conference (Columbia University)

The Institute of Behavioral and Applied Management (IBAM)