



Department of Human Resource Development

HRD. 5352: Organizational Development (OD)

Spring 2020

Meeting Dates: January 13 – May 2, 2020

### Course Syllabus

**Instructor:** Sam Carrell, Ph.D.  
Adjunct Instructor, Associate Registrar

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**Note:** Whenever possible, please use the Canvas messaging function to contact the instructor, rather than email. Canvas messages go directly to the instructor's Canvas app and are checked regularly, including over the weekend; email is checked only during business hours M-F.

**Office Hours:** Regular office hours are not scheduled, but Zoom sessions can be scheduled as needed. Canvas messages and emails will be responded to within two business days.

**Canvas:** This course will be administered entirely via Canvas, which can be accessed via your student sign-in: <https://www.uttyler.edu/canvas>

**Voluntary Live Sessions:** The facilitator will host a number of synchronous sessions via Zoom; see the Canvas for dates. Course participants are encouraged to attend and engage in these sessions, but are not required to do so.

**Required Text:** Cummings, T. G., & Worley, C. G. (2015). Organization development and change (11<sup>th</sup> ed.). Stamford, CT: Cengage Learning.  
ISBN: 978-1-133-19045-5 2

**Supplemental Resources:**

Additional readings may be uploaded to Canvas.

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

Purdue Owl Website: <https://owl.purdue.edu/owl>

The Robert R. Muntz Library HRD Research Guide:  
<https://libguides.utt Tyler.edu/hrd>

**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.

**Course Objectives:**

- Develop an appreciation for OD as a core area of HRD practice, and an understanding of the theories, philosophies, and historical background of the OD field.
- Review and reflect on theories, philosophies, models, and methods related to OD as a profession.
- Identify and review the roles of internal and external OD practitioners in organizational change processes.
- Gain knowledge and expertise in selected areas of OD as a result of course projects and activities.
- Explore OD applications in a collaborative group setting.
- Enhance individual research, writing, and critical thinking skills.

**Important Dates:**

- Class Begins – January 13
- [Census Date](#) – January 27
- Spring Break – March 9-14
- [Last Day to Withdraw](#) – March 30
- End of Semester – May 2

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

## **Tips for Success:**

- When in doubt about anything in the course, please don't hesitate to ask the instructor. There is a Discussion board specifically dedicated to general questions, and Canvas messages are replied to promptly.
- Read the Course Schedule section for details on course reading schedules and due dates.
- Check the Announcements in Canvas regularly; that feature will be used heavily.
- Review Canvas at least once daily to check for Announcements, reminders, etc. Pick a time for this and make it part of your routine.
- Strongly consider using the Canvas app on your phone.
- Much like actual OD work, the major assignment in this course will require that you are able to function and communicate effectively as part of a team. Please invest time in selecting your team carefully, and in getting to know your teammates early on.
  - Discuss and agree upon what method(s) your group will utilize for communications early on, and be sure all members are able to reliably utilize those method(s). Each group will have their own Discussion board within Canvas as a default option.
  - Have a back-up communication plan, such as alternative emails or cell/work/home phone numbers. Technology fails sometimes, and your primary method may go down at an inopportune time.
- Students can use the Illiad option to gain access to articles UT Tyler doesn't have regular access to. The team behind that feature are very efficient at hunting down resources quickly.
- Remember that all group members are graded equally on the group papers, so everyone on the team is responsible for the full content, regardless of who wrote what section.
- Be cautious when copying text from a Google Doc or other software(s) into MS Word, as formatting and spacing may change unexpectedly.
- Complete one final edit / double check of your case papers for formatting and basic errors before you submit the final version for grading.
- The Writing Center is a good resource for an additional round of editing for your papers. Be sure to contact them well ahead of when you need a review completed by, however, as they can be quite busy, particularly near the end of the semester.
- If you have any special circumstances (planned or otherwise) arise during the semester, please let the instructor know as swiftly as possible. Reasonable accommodations can be made in most cases, but only if the instructor knows about the situation.

## **Course Requirements and Participation:**

Students are encouraged to contact the instructor regarding any special / extenuating circumstances that will temporarily prevent them from completing one or more assignments at all / in a timely manner. I understand that life happens, so please let me know if something comes up so that reasonable accommodations may be discussed and arranged, as appropriate.

- **Technology** – Each student must have access to the following, at a minimum: a reliable computer, stable internet access, a webcam and microphone (potentially via a cell phone), MS Word, PDF reader software.
- **Class Participation** – Participation in all class activities is required for the accomplishment of course objectives.
- **Due Dates** – Unless otherwise specified, all assignments are due by 11:59PM CST on the date listed in the syllabus.
- **Late Assignments** – Late assignment submissions will incur a 20% penalty, to be assessed against the final grade for the assignment. If there is a fractional grade due to a late submission penalty, it will be rounded down.
  - Quizzes cannot be completed late; once the due date has passed, all points are forfeited.
  - The optional bonus paper cannot be submitted late.
  - Late posts to the class discussions are penalized at flat values of 25 points for your initial posts, and 10 points for peer replies.
  - Peer Reviews cannot be submitted late. *Students who fail to submit their peer reviews will receive a zero for that grade, regardless of how their peers rated them.*

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.

- **Quizzes** – There will be a set of quizzes over the readings due at two points during the semester, covering the chapter(s) that were assigned for each half of the course. Each quiz will have a time limit that is not long enough to actively look up all answers to the questions as you go; reading the assigned chapters before beginning the quiz will be essential to your success.

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** – The reading load for this course is intensive, and students are expected to remain up-to-date on the assigned readings. Articles or other readings may be assigned in addition to the main course text.

- **Discussions** – Students are expected to participate actively in all assigned discussions. Please take note of the minimum word counts and due dates associated with each discussion posting.
- **Writing Assignments** – All written assignments in the course are expected to be completed at a level of quality appropriate for graduate-level coursework. Correct/appropriate spelling, word usage, and grammar are the minimum standard, 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; refer to the APA manual or Owl website for examples. If you are unable to determine how to cite a source using those references, please ask the instructor for guidance.

### **Grading Breakdown:**

<b><u>Graded Items</u></b>	<b><u>Points</u></b>
Quizzes	250*
Discussions	250
RTGM Reports	100
Project Papers	350
Peer Reviews	50
<b>Grand Total</b>	<b>1,000</b>

\* The final Quizzes grade will be based on the total percentage of correct answers. For example, a student who has a 93% quiz average will earn 233/250 possible points in that category.

Canvas will automatically calculate an overall grade percentage; please ignore this, as it may not be accurate. Also please be aware that any bonus points you earn will throw off the percentages.

Your final grade will be determined strictly based on your total of earned points, using the table below.

<b><u>Final Point Total</u></b>	<b><u>Grade</u></b>
900+	A
800-899	B
700-799	C
600-699	D
599 or less	F

## **Assignment Details:**

- **Syllabus Quiz:** This quiz will cover key details of the syllabus to prepare students for the course as a whole.
- **Chapter Quizzes** must be completed in one session, within the allotted time. Please read the assigned chapters thoroughly before beginning each quiz; you will have time to check the chapter briefly to jog your memory, but not enough to look up answers from scratch as you go.

These quizzes are due at two points in the course, with the first group due ahead of Spring Break and the second due at the end of the course.

The quizzes are broken down by chapter, with 5 questions each. All quizzes open on the first day of the course, and may be completed at your convenience. Aligning your quizzes with your readings is strongly encouraged, so that you are answering the questions while the materials are fresh in your mind.

- **Discussions:** There will be two class-wide discussions that will require each student to make a significant initial post reflecting on certain aspects of an assigned case from the course textbook, as well as one in-depth reply to a classmate. There are specific due dates for these postings in the *Course Schedule* section of the syllabus. Each initial post is worth 100 points, and each reply is worth 25.

See the Assignments Rubric for details of each discussion.

- **RTGMs / RTGM Reports:** Each group must schedule and conduct at least three Real-time Group Meetings throughout the semester; there are due-by dates for these, and groups should avoid leaving them until the last minute. Each RTGM will have a set of pre-defined discussion topics, and must be at least one hour in length. Participation in all RTGMs is mandatory, and groups must provide a record of any members who did not attend, or who left early, and why.

There will be a template provided for each meeting's report, posted under Modules, which will include details on what materials/subjects are to be covered by the group.

- **Peer Reviews** must be completed by each student for all members of their group. Students will receive their grade for this assignment based on the average percentage their peers assign to them.

*Failure to submit Peer Review forms for your teammates will result in a grade of zero on that assignment.*

- **Final Case Papers and Optional Bonus Assignment:**
  - Refer to the *Assignments Rubric* document in Canvas for details.

## Course Schedule:

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

<b>Week Start (Monday)</b>	<b>Module</b>	<b>Readings / Assignments</b>
<b>Week 1</b> January 13	Part 1: Intro to OD	Canvas familiarization / Review syllabus <b>Readings: Chapter 1</b> <b>Discussion: Introduction Posts - Due 1/19</b>
<b>Week 2</b> January 20	Part 1: Planned Change; the OD Practitioner	<b>Readings: Chapters 2-3</b> <b>Discussion: Case #1 Response Post - Due 1/26</b>
<b>Week 3</b> January 27	Part 2: Entering & Contracting; Diagnosing	<b>Readings: Chapters 4-5</b> <b>Group Selections - Due 2/1 (Saturday)</b>
<b>Week 4</b> February 3	Part 2: Collecting, Analyzing, & Feeding Back; Designing Interventions	<b>Readings: Chapters 6-7</b> <b>Discussion: Case #1 Peer Reply - Due 2/9</b>
<b>Week 5</b> February 10	Part 2: Managing Change; Evaluating & Reinforcing OD Interventions	<b>Readings: Chapters 8-9</b> <b>RTGM Report #1 - Due 2/16</b>
<b>Week 6</b> February 17	Part 3: Interpersonal & Group Process Approaches; Org. Process Approaches	<b>Readings: Chapters 10-11</b> <b>Discussion: Case #2 Response Post - Due 2/23</b>
<b>Week 7</b> February 24	Part 4: Employee Involvement; Work Design	<b>Readings: Chapters 12-13</b>
<b>Week 8</b> March 2	Part 5: Performance Management	<b>Readings: Chapter 14</b> <b>Part 1-3 Quizzes - Due 3/8</b> <b>RTGM Report #2 - Due 3/8</b> <b>Discussion: Case #2 Peer Reply - Due 3/8</b>
<b>Week 9</b> March 9	<b>Spring Break – Take some time off!</b>	
<b>Week 10</b> March 16	Part 5: Talent Development; Workforce Diversity, Inclusion, & Wellness	<b>Readings: Chapter 15-16</b>
<b>Week 11</b> March 23	Part 6: Transformational, Continuous, and Transorganizational Change	<b>Readings: Chapter 17-19</b> <b>Bonus article selections – Due 3/29</b>
<b>Week 12</b> March 30	Final Project Prep	<b>Readings: Case for Final Project</b>
<b>Week 13</b> April 6	Final Projects	<b>RTGM Report #3 - Due 4/12</b>
<b>Week 14</b> April 13	Final Project	<b>Final Case Analysis - Due 4/18 (Saturday)</b> <b>Intervention Proposal - Due 4/18 (Saturday)</b>
<b>Week 15</b> April 20	Final Project	<b>Work on finalizing Intervention Plan</b> <b>Bonus Article Papers - Due 4/26</b>
<b>Finals Week</b> April 27	Final Project	<b>Final Case Intervention Plan– Due 5/2</b> <b>Part 4-6 Quizzes - Due 5/2</b>

## **UNIVERSITY POLICIES AND ADDITIONAL INFORMATION**

### **Soules College of Business Statement of Ethics:**

The ethical problems facing local, national and global business communities are an ever-increasing challenge. It is essential the College of Business and Technology help students prepare for lives of personal integrity, responsible citizenship, and public service. In order to accomplish these goals, both students and faculty of the Soules College of Business at The University of Texas at Tyler will:

- Ensure honesty in all behavior, never cheating or knowingly giving false information.
- Create an atmosphere of mutual respect for all students and faculty regardless of race, creed, gender, age or religion.
- Develop an environment conducive to learning.
- Encourage and support student organizations and activities.
- Protect property and personal information from theft, damage and misuse.
- Conduct yourself in a professional manner both on and off campus.

### **Soules College of Business Core Values:**

- Professional Proficiency
- Technological Competence
- Global Awareness
- Social Responsibility
- Ethical Courage

### **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:**

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.

### **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 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](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)

**Disclaimer:**

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