



Department of Human Resource Development

HRD. 5352: Organization Development (OD)

Spring 2021

Meeting Dates: January 11 – May 1, 2021

Course Syllabus

Instructor: Sam Carrell, Ph.D., M.B.A.
Adjunct Instructor, Associate Registrar

Contact: The University of Texas at Tyler
Soules College of Business, Department of HRD
3900 University Blvd., COB 315.21
Tyler, TX 75799

Department Phone: (903) 566-7310
Instructor Phone: (903) 565-5925
Email: Scarrell@uttyler.edu

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, are checked regularly (including over the weekend), and Canvas automatically sends a copy to my work email.

Office Hours: Zoom sessions or calls may be arranged as needed; please message the instructor via Canvas to make arrangements. 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 may include synchronous sessions via Zoom as deemed appropriate; dates and times will be announced via Canvas. Students are encouraged to attend these sessions if able but are not required to do so.

Required Text: Cummings, T. G., & Worley, C. G. (2019). Organization development and change (11th ed.). Stamford, CT: Cengage Learning.
ISBN: 978-1337618830

Either paper or digital versions of the course text are OK

Supplemental Resources:

Additional readings will be uploaded to Canvas.

APA publication manual (7th ed). Washington, D.C.: American Psychological Association. ISBN: 978-1433832178

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 11th
- [Census Date](#) – January 25th
- Graduation Application Deadline – March 1st
- [Last Day to Withdraw](#) – March 29th
- End of Semester – May 1st

<https://www.utt Tyler.edu/schedule/files/academic-calendar-20-21.pdf?rand=1>

Tips for Success:

- ***When in doubt about anything in the course, please simply ask the instructor.*** There is a Discussion board specifically dedicated to general questions, and Canvas messages are replied to promptly. ***The only wrong question is the one left unasked.***
- Read the Course Schedule section for details on course reading schedules and due dates.
- Review the Assignment Specifications document carefully.
- Review Canvas frequently to check for Announcements, reminders, etc. Make it part of your routine.
- Strongly consider using the Canvas and Outlook (with Patriot email loaded) apps on your phone and/or tablet for each of access.
- Much like actual OD work, multiple assignments in this course will require you 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.
- The Illiad service can grant you 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 assignments, so everyone on the team is responsible for the full content of the final product.
- You will rate your peers' performance on all group projects, and they yours, as part of your grade.
- 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 papers and postings for formatting and basic errors before you submit the final versions 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.

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 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. Staying up to date by regularly checking Canvas announcements, Patriot email, and group discussion forums (or other agreed upon channels for group communications) are all considered part of your class participation.
- **Due Dates** – Unless otherwise specified, all assignments are due by 11:59PM CST on the date listed in the syllabus.
- **Late Assignments** – Some assignments may be submitted late, with penalties included. 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.
 - Any optional bonus assignments 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 accessible beginning the first official day of the session, so working ahead on that portion of the course is permitted.

- **Discussions/Postings** – Students are expected to participate actively in all assigned discussions and/or postings. Please review the *Assignment Specifications* document under Modules for details of each.

- **Reading Assignments** – The reading load for this course is intensive, and students are expected to remain up to date on the assigned readings. Articles and other readings will be assigned in addition to the main course text.
- **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. Any errors that are automatically flagged by MS Word during grading will absolutely cost you points.

Use of the Oxford comma is expected.

Dedicate enough time to the writing of all papers and posts to craft your narratives carefully, then edit them thoroughly at least once before submitting.

All referenced materials, including tables adapted from the text, must be properly cited using APA 7th edition; 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:

Assignments are grouped into three categories, each of which is weighted as part of the final grade for the course as described in the table below. Your final grade will be determined based on your final grade percentage, as displayed in Canvas.

<u>Graded Items</u>	<u>Weight</u>
Quizzes	25%
Discussions/Postings	25%
RTGM Reports	20%
Semester Case Project	30%

Your final grade will follow standard conventions: A = 90%+, B = 80-89%, C = 70-79%, etc.

Bonus Points:

Any bonus point opportunities made available within the course will be applied as noted in the announcement made at the time they are offered/awarded. Details of what categories a bonus opportunity applies to, and what percentages can be earned, will be part of any bonus point announcements.

Assignment Details:

- **Syllabus Quiz:** This quiz will cover key details of the syllabus to prepare students for the course. Each student must complete this assignment by the Census Date; it will be used to confirm attendance for Financial Aid purposes.
- **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 mid-term, and the second due at the end of the course. 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/Postings:** Refer to the *Assignment Specifications* document under Modules in Canvas for details.
- **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. Note that these templates will not be available until after groups have been assigned.

- **Peer Reviews** must be completed by each student for all members of their group based on their contributions toward each group assignment. Students will receive their grades based on the average percentage their peers assign to them. Peer reviews will be included within the appropriate categories.

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

- **Semester Case Project:** Refer to the *Assignment Specifications* document under Modules in Canvas for details.

Course Schedule:

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

Week Start (Monday)	Module	Readings / Assignments
Week 1 January 11	Part 1: Intro to OD	Canvas familiarization Readings: All documents in the Syllabus and Supporting Documents module of Canvas Readings: Chapter 1 Discussion: Intro Posts - Due 1/17
Week 2 January 18	Part 1: Planned Change; the OD Practitioner	Readings: Chapters 2-3 Discussion: Case #1 Response Post - Due 1/24
Week 3 January 25	Part 2: Entering & Contracting; Diagnosing	Readings: Chapters 4-5 Syllabus Quiz - Due 1/25 Discussion: Case #1 Peer Reply - Due 1/31 Group Selections - Due 1/30 (Saturday)
Week 4 February 1	Part 2: Collecting, Analyzing, & Feeding Back; Designing Interventions	Readings: Chapters 6-7 Discussion: WDYT? #1 Response – Due 2/7
Week 5 February 8	Part 2: Managing Change; Evaluating & Reinforcing OD Interventions	Readings: Chapters 8-9 RTGM Report #1 - Due 2/14
Week 6 February 15	Part 3: Interpersonal & Group Process Approaches; Org. Process Approaches	Readings: Chapters 10-11
Week 7 February 22	Part 4: Employee Involvement; Work Design	Readings: Chapters 12-13 Discussion: WDYT? #2 Response – Due 2/28
Week 8 March 1	Part 5: Performance Management	Readings: Chapter 14 Part 1-3 Quizzes - Due 3/7 RTGM Report #2 - Due 3/7
Week 9 March 8	Spring Break – Take some time off!	
Week 10 March 15	Part 5: Talent Development; Workforce Diversity, Inclusion, & Wellness	Readings: Chapter 15-16 Discussion: WDYT? #3 Response – Due 3/21
Week 11 March 22	Part 6: Transformational, Continuous, and Transorganizational Change	Readings: Chapter 17-19 RTGM Report #3 - Due 3/28
Week 12 March 29	Case Project Prep	Readings: Case for Project Work on Semester Case Project with your team
Week 13 April 5	Case Project	Work on Semester Case Project with your team
Week 14 April 12	Case Project	Model and Analysis - Due 4/18 (Saturday) Intervention Proposal - Due 4/18 (Saturday)
Week 15 April 19	Case Project	Work on finalizing Intervention Plan
Finals Week April 26	Case Project	Final Case Intervention Plan– Due 5/1 Part 4-6 Quizzes - Due 5/1

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>

Important Covid-19 Information for Classrooms and Laboratories

Students are required to wear face masks covering their nose and mouth, and follow social distancing guidelines, at all times in public settings (including classrooms and laboratories), as specified by [Procedures for Fall 2020 Return to Normal Operations](#). The UT Tyler community of Patriots views adoption of these practices consistent with its [Honor Code](#) and a sign of good citizenship and respectful care of fellow classmates, faculty, and staff.

Students who are feeling ill or experiencing symptoms such as sneezing, coughing, or a higher than normal temperature will be excused from class and should stay at home and may join the class remotely. Students who have difficulty adhering to the Covid-19 safety policies for health reasons are also encouraged to join the class remotely. Students needing additional accommodations may contact the Office of Student Accessibility and Resources at University Center 3150, or call (903) 566-7079 or email saroffice@uttyler.edu.

Recording of Class Sessions

Class sessions may be recorded by the instructor for use by students enrolled in this course. Recordings that contain personally identifiable information or other information subject to FERPA shall not be shared with individuals not enrolled in this course unless appropriate consent is obtained from all relevant students. Class recordings are reserved only for the use of students enrolled in the course and only for educational purposes. Course recordings should not be shared outside of the course in any form without express permission.

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
- UT Tyler Counseling Center (903.566.7254)

Disclaimer:

Information and due dates outlined 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.