



Soules College of Business

Department of Human Resource Development

HRD 6334 Organizational Consulting

Fall 2023 Syllabus

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Preferred method of contact: email or text

Office hours: email, text, or call for appointment

3 Credit Hours

Course Description:

This course offers examination and application of the organizational consulting process that improves organizational effectiveness and efficiency.

Course Objectives:

At the completion of this course, students will be able to:

1. identify one's leadership style when participating in a consulting project
2. distinguish between a perceived problem and an actual problem
3. identify clients and stakeholders and their respective needs and expectations
4. establish a consulting project team and identify the respective members' social style and strategies used to meet their needs and expectations
5. analyze an organizational system and the driving and resisting forces affecting the consulting process
6. determine the components that most impact the performance problem or organizational breakdown
7. conduct effective diagnosis and identify the root cause of the problem or break down affecting the organization
8. develop an informal feedback strategy to be delivered to the consulting project team regarding the finding, conclusions, alternatives, and recommendations discovered through the first seven steps of the consulting process.

Grading Policy and Criteria to Determine Final Course Grade:

Maximum course points = 850

4 Consulting project class presentations @ 100 points each = 47%

1 Consulting research class presentation @ 100 points = 12%

1 Textbook presentation @ 50 points = 6%

4 self-reflection papers @ 30 points each = 14%

5 canvas discussions @ 20 points each = 12%

8 worksheets @ 10 points each = 9%

A = 90% – 100% B = 80% – 89% C = 70% – 79% D = 60% – 69% F = < 60%

Grading rubrics and assignment details are in Canvas

Class Meeting Attendance

Attending all five class sessions demonstrates the learner's personal commitment to learning. Therefore, physical attendance is expected for the accomplishment of course objectives. The facilitator recognizes that learners may have special issues and responsibilities that may impact physical attendance. If physical absences occur, the learner is responsible for contacting the facilitator in advance so that adjustments can be made to the instructional activities planned for a specific session. With approval from the instructor and the department chair, the learner may participate virtually. The instructor may provide limited access to the class through Zoom. However, it is the learner's responsibility to arrange with an in-class peer to provide virtual access to the class to ensure the quality of classroom learning.

The learner is responsible for all work that is missed due to their absence from any class meeting, or portion thereof. It should be expected that physical absence from classes for reasons other than documented illnesses, emergencies, or other matters that prohibit the learner from traveling due to COVID restrictions may affect the final course grade. Excused absences for religious holy days or active military services are also permitted according to the policies outlined in the UT Tyler Graduate Handbook. One unexcused absence may result in a final grade reduced by one letter grade. Two or more unexcused absences from class will likely result in a grade of Incomplete (I) requiring the student to retake the course.

Required textbook:

Biech, E. (2019). *The new business of consulting: The basics and beyond*. Wiley.
Available on Kindle Cloud Reader from Amazon.

Rothwell, W. J., Stavros, J. M., & Sullivan, R. L. *Practicing organization development: Leading transformation and change (J-B O-D (Organizational development))* 4th Ed. Wiley. ISBN-13: 978-1118947708

Tentative Class Meeting Agenda:

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| <p>August 26, 2022 1:00 p.m. – 5:00 p.m.</p> | Course overview |
| | Planning exercise |
| | Finding a Consulting Gig |
| | Introduction to Consulting |
| <p>September 23, 2022 1:00 p.m. – 5:00 p.m.</p> | Consulting project presentations (all) |
| | <i>Practicing Organization Development</i> Presentations 1-3: 4-6: 7-9: |
| | Consulting research presentations Change Agent: Gestalt Approach: HR Consulting: |
| | |
| <p>October 14, 2022 1:00 p.m. – 5:00 p.m.</p> | Consulting project presentations (all) |
| | <i>Practicing Organization Development</i> Presentations 10-12: 13-15: 16-18: |
| | Consulting research presentations HRD Consulting: Leadership Development: Lean Business Consulting: |
| | |
| <p>November 4, 2022 1:00 p.m. – 5:00 p.m.</p> | Consulting project presentations (all) |
| | <i>Practicing organization development</i> presentations 19-21: 22-24: 25-27: |
| | Consulting research presentations Management Consulting: Managerial Coaching: OD Approach: |
| | |
| <p>December 2, 2022 1:00 p.m. – 5:00 p.m.</p> | Consulting project presentations (all) |
| | <i>Practicing organization development</i> presentations 28-30: 31-33: |
| | Consulting research presentations Six Sigma Consulting: Strategy Consulting: |
| | |

Instructor reserves the right to alter the class meeting agenda to accommodate learning.

Class Participation

This course is designed as a hybrid format combining face-to-face instructions and online learning through Canvas discussion forum. Your participation in face-to-face and online discussions are critical for the designed learning. Please feel free to email, text, or call me any time if you have learning related questions.

Online Participation:

There are five online discussions required in this course.

Writing Style

Except where noted, written assignments are to follow APA 7 style with 1" margins on all sides, double-spaced, 12 font-size Time New Roman.

Late Work

No credit will be given for late assignments unless the learner's provider and/or UT Tyler's system prevents the student from submitting a discussion post or assignment. The student is responsible for contacting the instructor, providing evidence of the outage and submitting any missed work within 24 hours of resolution of any system outage. Missed class presentations may be presented at the next class meeting with a grade not to exceed 70%.

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/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 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.

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)

COVID Guidance

Information for Classrooms and Laboratories: It is important to take the necessary precautions to ensure a healthy and successful year. UT Tyler continues to urge you to protect yourselves against the flu, COVID and any new threats that may be developing. Be diligent about preventive measures such as washing hands, covering sneezes/coughs, social distancing, and vaccinations, which have proven to be successful in slowing the spread of viruses. Encourage those who don't feel well to stay home, and if they show symptoms, ask them to get tested for the flu or COVID. Self-isolation is important to reduce exposure ([CDC quarantine/isolation guidelines \(Links to an external site.\)](#)). Please work with your faculty members to maintain coursework and please consult [existing campus resources \(Links to an external site.\)](#) for support.

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.