# Wayland Logo

Wayland On-Line

School of Business

# 2. UNIVERSITY MISSION STATEMENT

Wayland Baptist University exists to educate students in an academically challenging, learning-focused and distinctively Christian environment for professional success, and service to God and humankind.

# 3. COURSE NUMBER & NAME:

MGMT 5325-VC01, Organizational Development and Behavior

# **4. TERM**:

Spring 1, 2022 – January 10 – March 5, 2022

# **5. INSTRUCTOR**:

Dr. Hillary Hodges

# **6. CONTACT INFORMATION**:

Office phone: NOTE – I work remotely, so I do not have an office phone; however, I check my email regularly, so this is the most direct route to contact me. I always respond within 24 hours, and if for some reason I cannot, I will post an announcement to that effect on BlackBoard.

WBU Email: Hillary.hodges@wayland.wbu.edu

# **7. OFFICE HOURS, BUILDING & LOCATION**:

By appointment, remotely (Mountain Time Zone). I have the capacity to Skype, Zoom, Collaborate, or WhatsApp, if necessary.

# **8. COURSE MEETING TIME & LOCATION**:

Meeting day & time: On Line – Note: The week begins on Monday and ends on Sunday for the purposes of this class.

# **9. CATALOG DESCRIPTION**:

A systems approach to analyzing and developing organization structure and function; organizational change; measurement of results; strategic and ethical implications of diversity and change management; impact on sustainability.

# 10. PREREQUISITE:

BUAD 5300. (For the M.P.A. MGMT 3304 only).

# **11. REQUIRED TEXTBOOK AND RESOURCE MATERIAL**:

| **BOOK** | **AUTHOR** | **ED** | **YEAR** | **PUBLISHER** | **ISBN#** | **UPDATED** |
| --- | --- | --- | --- | --- | --- | --- |
| Organization Development and Change | Cummings | 11th | 2019 | Cengage | 9780-35703-3906 | 9/20/19 |

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| \*\*\*\*Suggested Supplement In Addition to Selected Text, if Desired. |

| **BOOK** | **AUTHOR** | **ED** | **YEAR** | **PUBLISHER** | **ISBN#** | **UPDATED** |
| --- | --- | --- | --- | --- | --- | --- |

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| --- | --- | --- | --- | --- | --- | --- |
| Diagnosing and Changing Organizational Culture | Cameron | 3rd | 2011 | Wiley & Sons | 9780-47065-0264 | 6/11/13 |

NOTE: This is a VitalSource Etextbook. I do not use the MindTap tools. You will only need the book itself. **Etextbook cost is included at registration.** If you want to buy a hard copy, that is fine, but you **MUST OPT-OUT** of the etextbook in the classroom link prior to January 16th, 2022, or you will be charged for the etextbook.

# 12. OPTIONAL MATERIALS

None – I do not require the Cameron book.

# **13. COURSE OUTCOMES AND COMPETENCIES**:

* Examine the components of organization development and identify the need for change and renewal.
* Analyze the factors contributing to an accelerating rate of change, and make recommendations to enable individuals and groups to cope with change.
* Assess system parameters and recognize symptoms, problems, and causes to change programs, and recommend strategies that can increase motivation to change.
* Assess major OD intervention techniques and how they may be applied.
* Through case studies, compare team problems and assess why teams may not be operating at optimum capacity.

# 14. ATTENDANCE REQUIREMENTS:

As stated in the Wayland Catalog, students enrolled at one of the University’s external campuses should make every effort to attend all class meetings. All absences must be explained to the instructor, who will then determine whether the omitted work may be made up. When a student reaches that number of absences considered by the instructor to be excessive, the instructor will so advise the student and file an unsatisfactory progress report with the campus executive director. Any student who misses 25 percent or more of the regularly scheduled class meetings may receive a grade of F in the course. Additional attendance policies for each course, as defined by the instructor in the course syllabus, are considered a part of the University’s attendance policy.

This is a fully on-line course, and as such, your participation in on-line discussion is counted as attendance. As you will note below, participation is counted as a percentage of your grade. This means you must do more than access materials in order to be counted as in attendance and participating. You must respond to the question(s) posted in BlackBoard and be a part of the discussion. You must also turn in the weekly quizzes, and complete the final project, as each of these is also worth a percentage of your grade. If you neither post nor enter into discussion, you will receive a grade of “0” for that week. If you post, but do not participate in discussion, you may lose some points for that. It is understood that there are times where technical or personal difficulties arise which may prevent you from participating. If this is the case, you are responsible for contacting me and letting me know, otherwise, I have no option but to give you a “0.” Also, an “excused” absence, for any reason, does not mean you will receive full credit for the missed session. There will always be at least a minor reduction in points if you do not participate, and this is non-negotiable. If you miss a quiz, you will be allowed to turn it in 5 days after the deadline, with an automatic reduction in points for being late. After those 5 days have passed, if you do not turn in the quiz, you will receive a “0” for the quiz. The exception to this is Quiz #7, which is **not** accepted late. The final project is **NOT** excepted late, with **NO** exceptions.

# **15. STATEMENT ON PLAGIARISM & ACADEMIC DISHONESTY**:

Wayland Baptist University observes a zero-tolerance policy regarding academic dishonesty. Per university policy as described in the academic catalog, all cases of academic dishonesty will be reported, and second offenses will result in suspension from the university.

# **16. DISABILITY STATEMENT**:

In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Coordinator of Counseling Services serves as the coordinator of students with a disability and should be contacted concerning accommodation requests at (806) 291-3765. Documentation of a disability must accompany any request for accommodations.

# **17. COURSE REQUIREMENTS and GRADING CRITERIA**:

Participation/Attendance 30% A = 90-100%

Quizzes 30% B = 80-89%

Final Project 40% C = 70-79%

100% D = 60-69%

F = below 59%

Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Vice President of Academic Affairs/Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

# 18. TENTATIVE SCHEDULE

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| **Week** | **Topics Covered** | **Reading and Homework** |
| 1  1/10 | Introduction  General Introduction to Organizational Development  The Nature of Planned Change  (Chapters 1 and 2) | Read Chapter 3, 4, and 5  **NOTE: The first discussion/assignment is due Wednesday, 1/12 at 11:59PM Mountain Time – this is the only week that this will be the case.** |
| 2  1/17 | The Organization Development Practitioner  Entering and Contracting  Diagnosing  Quiz #1 (on Chapter 1 & 2) | Read Chapter 6, 7, and 8  Discussion #2 and Quiz #1 due Sunday, 1/23 at 11:59PM MT |
| 3  1/24 | Collecting, Analyzing, and Feeding Back Diagnostic Information  Designing Interventions  Managing Change  Quiz #2 (on Chapter 3, 4, and 5) | Read Chapter 9, 10, and 11  Discussion #3 and Quiz #2 due Sunday, 1/30 at 11:59PM MT |
| 4  1/31 | Evaluating and Reinforcing Organization Development Interventions  Interpersonal and Group Process Approaches  Organization Process Approaches  Quiz #3 (on Chapter 6, 7, and 8) | Read Chapter 13, 14, and 15  Discussion #4 and Quiz #3 due Sunday. 2/6 at 11:59PM MT |
| 5  2/7 | Work Design  Performance Management  Talent Development  Quiz #4 (on Chapter 9, 10, and 11) | Read Chapter 16, 17, and 18  Discussion #5 and Quiz #4 due Sunday, 2/13 at 11:59PM MT |
| 6  2/14 | Workforce Diversity, Inclusion, and Wellness  Transformational Change  Continuous Change  Quiz #5 (on Chapter 13, 14, and 15) | Read Chapter 19 and 21  Discussion #6 and Quiz #5 due Sunday, 2/20 at 11:59PM MT |
| 7  2/21 | Transorganizational Change  Future Directions in Organizational Development  **\*FINAL RESEARCH PROJECT DUE**  Quiz #6 (on Chapter 16, 17, and 18) | Discussion #7, Quiz #6, and Final project paper due Sunday, 2/27 at 11:59PM |
| 8  2/28 | Quiz #7 (on Chapter 19 and 21) | Discussion #8 and Quiz #7 due Saturday, 3/5 at 11:59PM MT  **\*All final work submitted - no work accepted after March 5th at 11:59PM Mountain Time** |

\* **Not accepted late**

*This syllabus is subject to change as needed, or as seen fit by the instructor.*

# 19. ADDITIONAL INFORMATION

**Communication:** Unless you indicate otherwise, and make alternative arrangements, the instructor will use your Wayland issued email to contact you, if needed. Please make sure that you check that email account regularly. You should also check the class BlackBoard site for any important announcements, instructions, and so forth, on a regular basis.

All of the information included on this syllabus and more is posted on this class’s BlackBoard page. Please be sure to read through all of it thoroughly and ask any questions of me you need to in order to ensure understanding of the school’s and my policies.

Please note that Wayland Baptist University has library resources available through the following link: <http://www.wbu.edu/academics/academic_resources/wayland_learning_resource_center_library/tutorials/tutorials.html>. Students are encouraged to use this resource when working on their papers, projects, etc. Tutorials for accessing library resources are linked from the homepage.

**Who to Contact When You Have Issues:** Please note that we now have a listing in each course for “Student Help and Support”. This contains contact information to assist you with any issues you may have. This listing is available under the “course information/syllabus” tab of the course. Some highlights follow:

For questions or problems within your course – contact your instructor (Instructor Information on the Menu).

For questions or problems outside the course or with the program contact your campus Executive Director, the Dean of the School, or the Director of WBUonline.

**Blackboard Issues**

During Central Time Business hours call 806-291-3740. We will answer or quickly return messages.

Anytime – [vcsupport@wbu.edu](mailto:vcsupport@wbu.edu)  This email is answered during business hours and checked at least every four hours during weekends and holidays.

Contracted Blackboard support:  1-866-547-9192; or [follow this link](https://www.wbu.edu/wbu-online/current-students/staff.htm) to chat or create a ticket.

**Email or Student Services issues**

IT Help Desk: 1-800-203-9048 or use your personal email to [itsupport@wbu.edu](mailto:itsupport@wbu.edu)

Multidisciplinary Tutorial Services (Previously Writing Center):  806-291-3673.  **On Blackboard click on the ‘Services’ tab** at the top and you will find the link for online appointments.

There is also additional information pertaining to specific campuses, as well as other contacts, in this section of the course.