

Wayland 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.

Contact Information

Course: MGMT 5325 VC01 – Organizational Development and Behavior

Campus: WBUonline

Term/Session: Spring 1 2023 (16 Jan – 11 Mar 2023)

Instructor: Dr. Ernie Rahn

Office Phone Number/Cell #: (912) 655-5036

WBU Email Address: Ernest.Rahn@wayland.wbu.edu

Office Hours, Building, and Location: “e” office hours: Mon-Fri, 8:00 AM - 5:00 PM

Class Meeting Time and Location: On-line through Wayland Baptist University Virtual Campus

Textbook Information

Required Textbook(s) and/or Required Materials:

| BOOK | AUTHOR | ED | YEAR | PUBLISHER | ISBN# |
|--|----------|------|------|-----------|-----------------|
| <u>Organization Development and Change</u> | Cummings | 11th | 2019 | Cengage | 9780-35703-3906 |

****Suggested supplement in addition to selected text, if desired.

| BOOK | AUTHOR | ED | YEAR | PUBLISHER | ISBN# |
|---|---------|-----|------|--------------|-----------------|
| <u>Diagnosing and Changing Organizational Culture</u> | Cameron | 3rd | 2011 | Wiley & Sons | 9780-47065-0264 |

*The textbook for this course is part of the **Wayland’s Automatic eBook** program. You will have access to an eBook and interactive learning material on the first day of class through your Blackboard course site. The cost of this Automatic eBook will be billed directly to your student account when you register for the course. You will be notified via email with access instructions and additional information. If you do not wish to participate in the Automatic eBook program, you will have the first 12 days of class to opt-out of*

the program (additional details will be outlined in your email instructions). For more information on the Automatic eBook program, visit the Wayland Bookstore [Automatic eBook FAQ](#) page.

Optional Materials:

Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture* (3rd ed.). Wiley & Sons. (ISBN: 9780-47065-0264)

American Psychological Association. (2020). *Publication manual of the American Psychological Association* (7th ed.). Author. (ISBN: 978-1433832154)

APA Website: <http://www.apastyle.org/pubmanual.html>

Course Information

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.

Prerequisite:

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

Course Outcome 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.

Attendance Requirements

You are expected to participate in all required instructional activities in their courses. Online courses are no different in this regard; however, participation must be defined in a different manner. Student “attendance” in an online course is defined as active participation in the course as described in the course syllabus. Instructors in online courses are responsible for providing you with clear instructions for how you are required to participate in the course. Additionally, instructors are responsible for incorporating specific instructional activities within their course and will, at a minimum, have weekly mechanisms for documenting student participation. These mechanisms may include, but are not limited to, participating in a weekly discussion board, submitting/completing assignments in Blackboard, or communicating with the instructor. Students aware of necessary absences must inform the professor with as much advance notice as possible in order to make appropriate arrangements. Anyone absent 25 percent or more of the online course, i.e., non-participatory during 2 or more weeks of an 8-week session, may receive an F for that course. Instructors may also file a Report of Unsatisfactory Progress for students with excessive non-participation. Anyone who has not actively participated in an online

class prior to the census date for any given session is considered a “no-show” and will be administratively withdrawn from the class without record. **The Census Date for the Spring 1 term is January 20, 2023.** To be counted as actively participating, it is not sufficient to log in and view the course. You must be submitting work as described in the course syllabus. Additional attendance and participation policies for each course, as defined by the instructor in the course syllabus, are considered a part of the university’s attendance policy.

University Policies

Statement on Plagiarism and 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.

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 Director of Counseling, Career and Disability Services serves as the coordinator of students with disability and should be contacted concerning accommodation request at (806) 291-3765. Documentation of a disability must accompany any request for accommodations.

Accessibility issues with content in WBUonline courses or in Blackboard should be addressed to the WBU accessibility coordinator, Dr. Trish Ritschel-Trifilo, trifilot@wbu.edu or call (806) 291-3745.

Student Grade Appeals: 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 to the 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.

Course Requirements and Grading Criteria

Course Assessment Activities: Throughout this course, you will demonstrate your mastery of the concepts covered by participating in discussion board threads, conducting case studies, completing a research paper, and accomplishing a mid-term and final exam.

Discussion Boards: Each week (aside from Week 8), two discussion board prompts will be posted within Discussion Board. Students will respond to each discussion board prompt during the associated week. Follow the instructions in the forum for due dates within the associated week. Additionally, each student will respond substantively to a minimum of two initial posts made by their classmates for each discussion and respond to any questions posted to their posts before the end of the week (i.e., responses to week 1 discussions must be complete by Sunday, midnight, of week 1). The quality of students’ responses within these weekly discussion

board sessions will be assessed. **Discussion Board Participation contribute 28% toward your final grade.**

Case Studies: Students will review 5 assigned case studies (due weeks 2, 3, 4, 5, and 7) based on the course materials. Each case study should have 5 sections: (1) Summary, (2) identification of the problem, (3) your recommendations, (4) answers to any case study questions, and (5) your reflections on the case. Include a title page and reference page (no abstract) and utilize APA styling. Case studies should have approximately 3-5 pages of body and include at least 1 scholarly reference aside from the course text (minimum of 2). **Case Study Summaries contribute 30% toward your final grade.**

Research Paper: A research paper (minimum 10-12 pages of content, excluding title page, abstract, and references), referencing at least six peer-reviewed journal articles, will be developed on a subject directly related to Organizational Development and Change. you will post your topic to the appropriate discussion board for approval. This research will enable students to demonstrate a growing proficiency in organizational development and organizational leadership. Topics must be selected, posted to the appropriate discussion board (follow the instructions in the Week 2 Folder), and approved at any time after the start of the course, but no later than the second week of class. Proper APA format is required. **Research Paper contributes 16% toward your final grade.**

Exams: Two exams will be given throughout the course (in Weeks 4 and 8). The exams will be a mix of multiple choice/guess and fill-in-the-blank questions. Exam 1 will cover Chapters 1-11 from the text and Exam 2 will cover Chapters 12-21. Students will have 4 hours to complete each exam. **Exams contributes 26% toward your final grade.**

Procedures Used to Compute Final Course Grade:

| Evaluated Area | Percentage |
|---|-------------------|
| 1. Discussion Board Posts and Substantive Peer Interaction | 28% |
| 2. Case Study Reviews | 30% |
| 3. Research Paper | 16% |
| 4. Exams | 26% |

The University has a standard grade scale:

A = 90-100, B = 80-89, C = 70-79, D = 60-69, F= below 60, W = Withdrawal, WP = withdrew passing, WF = withdrew failing, I = incomplete. An incomplete may be given within the last two weeks of a long term, within the last week of an 8-week session, or within the last two days of a microterm to a student who is passing, but has not completed a term paper, examination, or other required work for reasons beyond the student's control. A grade of "incomplete" is changed if the work required is completed prior to the last day of the next long 16-week term or 8-week session, unless the instructor designates an earlier date for completion. If the work is not completed by the appropriate date, the I is converted to an F.

Tentative Schedule

This course outline serves merely as the anticipated roadmap to be used during this 8-week program. However, due to circumstances and the dynamic nature of this course, there may be some changes in the schedule. Should this happen, you will be advised via your WBU email, and we will discuss as a class.

| Week | Dates | Topic/Activities/Discussions |
|------|----------------------------------|--|
| 1 | 16 Jan 2023 to 22 Jan 2023 | Course Overview / Introduction to Organizational Development Read: Cummings & Worley, Ch 1-3 Participate: Discussion 1.1 and 1.2 |
| 2 | 23 Jan 2023 to 29 Jan 2023 | Process of Organizational Development (Part 1) Read: Cummings & Worley, Ch 4-6 Participate: Discussion 2.1 and 2.2 Submit Week 2 Case Study Review |
| 3 | 30 Jan 2023 to 5 Feb 2023 | Process of Organizational Development (Part 2) Read: Cummings & Worley, Ch 7-9 Participate: Discussion 3.1 and 3.2 Submit Week 3 Case Study Review |
| 4 | 6 Feb 2023 to 12 Feb 2023 | Human Process and Technostructural Interventions Read: Cummings & Worley, Ch 10-13 Participate: Discussion 4.1 and 4.2 Submit Exam 1 Exam over Chapters 1-11 |
| 5 | 13 Feb 2023 to 19 Feb 2023 | Human Resource Interventions Read: Cummings & Worley, Ch 14-16 Participate: Discussion 5.1 and 5.2 Submit Week 5 Case Study Review |
| 6 | 20 Feb 2023 to 26 Feb 2023 | Strategic Change Interventions (Part 1) Read: Cummings & Worley, Ch 17-19 Participate: Discussion 6.1 and 6.2 Submit Week 6 Case Study Review |
| 7 | 27 Feb 2023 to 5 Mar 2023 | Strategic Change Interventions (Part 2) Read: Cummings & Worley, Ch 20-21 Participate: Discussion 7.1 and 7.2 Submit Week 7 Case Study Review |
| 8 | 6 Mar 2023 to 11 Mar 2023 | Research Paper and Final Exam Submit Research Paper Submit Exam 2 Over Chapters 12-21 |

Note: Changes in the Syllabus: Although this course is expected to follow the syllabus as written, the instructor reserves the right to adjust the syllabus. The instructor will inform the students of all major changes in a reasonable and timely manner.

Additional Information

Student Responsibilities: You are responsible for reading, understanding, and obeying all academic policies appearing in the Wayland Baptist University *Academic Catalog* applicable to their curriculum and/or program of study.

Assignment Submission: All assignments will have due dates and late penalties. Failure to submit assignments on time will result in a 10% grade reduction per 24-hour period following the due date. No assignments will be accepted more than 7 days late without prior coordination.

Information/Notification: Any directives concerning class will be sent to your Wayland email account. It is imperative that you check the course blackboard information throughout the semester.

Additional Course Requirements: Any directives concerning class will be sent to your Wayland email account. It is imperative that you check the course blackboard information and your Wayland email throughout the semester.

Classroom Courtesy: Exhibit courtesy to everyone in your class by posting initial discussion responses in a timely manner and substantively interacting with one another. Keep discussion content in line with the course instructions and expectations.

Format of Course Deliverables: All course assignments must be submitted no later than the assignment due date. Written assignments must be constructed in Times New Roman, 12 pt. font, double spaced, and submitted following APA (7th Edition) guidelines using Microsoft Word.