Virtual Campus
School of Business

1. 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.

2. COURSE NUMBER & NAME:

MGMT 5325-VC01, Organizational Development and Change

3. TERM:

Spring II, 2022 (14 Mar – 7 May 2022)

4. INSTRUCTOR:

Dr. Ernie Rahn

5. CONTACT INFORMATION:

Office (Cell) phone: (912) 655-5036

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

6. OFFICE HOURS, BUILDING & LOCATION:

"e" office hours: Mon-Fri, 8:00 AM - 5:00 PM

7. COURSE MEETING TIME & LOCATION:

On-line through Wayland Baptist University Virtual Campus BlackBoard

8. 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.

9. PREREQUISITE:

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

10. REQUIRED TEXTBOOK AND RESOURCE MATERIAL (eTextbook Available):

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

11. 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

12. 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.

13. ATTENDANCE REQUIREMENTS:

Students 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 students with clear instructions for how they 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. Any student absent 25 percent or more of the online course, i.e., non-participatory during 3 or more weeks of an 11-week term, may receive an F for that course. Instructors may also file a Report of Unsatisfactory Progress for students with excessive non-participation. Any student who has not actively participated in an online class prior to the Census Date for any given term is considered a "no-show" and will be administratively withdrawn from the class without record. The Census Date for Summer term is March 18, 2022. To be counted as actively participating, it is not sufficient to simply log in and view the course. The student 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 (online WBU Academic Catalog, 2021-2022).

14. 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.

14.1. Plagiarism Policy: Intellectual integrity and truthfulness are fundamental to scholarship. Scholars, whether they are performing as students or as teachers, are engaged in a search for truth. Plagiarism is a form of cheating as well as also a form of theft. Plagiarism occurs when a student fails to give proper credit when information is either quoted or paraphrased. Carelessness is no excuse. As such, it is a breach of scholarly responsibility, unethical, and in some cases, illegal. Looking at or copying someone else's test, answer sheet, and/or paper are counted as cheating. Plagiarism will result in an "F" in this course.

15. 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.

16. COURSE REQUIREMENTS and GRADING CRITERIA:

It is expected that the graduate student will spend approximately two hours of study time for each class hour. Course work submitted late will have the grade reduced by 10% for each day the assignment is late. No work will be accepted more than 7 days after the due date without prior coordination. See the list below for a breakout of course requirements with grading criteria.

16.1 WBU Grading Policy: 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."

a. 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.**

b. 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.**

c. 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.**

d. 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.**

Means for Assessing Outcome Competencies:

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%

Grading Criteria: Letter grades from "A" to "F" will be issued to student based on individual work. The grading criteria are listed below:

Grade	Points	Percentage
A	100.0 to 89.5 points	100% to 90%
B	89.4 to 79.5 points	89% to 80%
C	79.4 to 69.5 points	79% to 70%
D	69.4 to 59.5 points	69% to 60%
F	59.4 points or below	59% and below

TENTATIVE SCHEDULE: (Calendar, Topics, Assignments): 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, and we will discuss as a class.

Week	Dates	Topic/Activities/Discussions
1	14 Mar 2022 to 20 Mar 2022	**Course Overview / Introduction to Organizational Development** Read: Cummings & Worley, Ch 1-3 Participate: Discussion 1.1 and 1.2
2	21 Mar 2022 to 27 Mar 2022	**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	28 Mar 2022 to 3 Apr 2022	**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	4 Apr 2022 to 10 Apr 2022	**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	11 Apr 2022 to 17 Apr 2022	**Human Resource Interventions** Read: Cummings & Worley, Ch 14-16 Participate: Discussion 5.1 and 5.2 Submit Week 5 Case Study Review
6	18 Apr 2022 to 24 Apr 2022	**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	25 Apr 2022 to 1 May 2022	**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	2 May 2022 to 7 May 2022	**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.

18. ADDITIONAL INFORMATION:

Student Responsibilities: Students 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.

School of Business Goals: The School of Business is committed to producing graduates who understand and appreciation for the historic importance of the Christian work ethic in the development of the U.S. economy and how it should be applied in today's business environment.

The School of Business offers three undergraduate degrees: B.B.A., B.A., and B.A.S.

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.