



**Virtual Campus  
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-VC02, Organizational Development and Behavior

**4. TERM:**

Winter, 2019

**5. INSTRUCTOR:**

Dr. Richard A. Warren

**6. CONTACT INFORMATION:**

Office phone: 940-642-4525

WBU Email: [Richard.warren@wayland.wbu.edu](mailto:Richard.warren@wayland.wbu.edu)

Cell phone: Contact number is provided in the Blackboard Announcements and Instructor Information.

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

M/T/W/TH      4:30-9:30 pm

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

Meeting day & time: Virtual Campus, no specific meeting times.

**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
<u>Organization Development and Change</u>	Cummings	11th	2019	Cengage	9780-35703-3906	9/20/19

## 12. OPTIONAL MATERIALS

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

American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6th ed.). Washington, DC: Author. (ISBN: 978-1-4338-0561-5)

## 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.

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 Winter Term is November 26, 2019.** To be counted as actively participating, it is not sufficient to 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, 2019-2020).

#### **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:**

The following provides information about term papers, projects, tests, presentations, participation, reading assignments, etc. and how many points or what percentage of the final grade each of these components or assignments is worth.

#### **Discussion Board Participation contribute 30% points toward your final grade.**

**a. Discussion Boards:** There are 5 assigned discussion board forums, which display the week’s discussion question for Weeks 1, 3, 5, 7, and 9. Students will respond to the discussion board prompt during the associated week. Initial responses are due no later than Thursday of the associated week. Additionally, each student will respond to a minimum of two other class member’s response posting as well as any questions posted to their initial responses 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.

#### **Case Study Summaries contribute 30% points toward your final grade b. Case Studies:**

**b. Case Study:** Students will review 5 assigned case studies (due weeks 2, 4, 6, 8, and 10) 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).

**Research Paper contributes 20% points toward your final grade.**

**c. Research Paper:** A research paper (minimum 12-15 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 3 Folder), and approved at any time after the start of the course, but no later than the third week of class. Proper APA format is required.

**Final Exam contributes 20% points toward your final grade.**

**d. Final Exam:** One test will be given at the end of the semester with 25 short essay questions (meaning answers should be in complete sentences). Students will have 4 hours to complete the exam.

**Means for Assessing Outcome Competencies:**

**Procedures Used to Compute Final Course Grade:**

<b>Evaluated Area</b>	<b>Percentage</b>
1. Discussion Board Posts and Substantive Peer Interaction	<b>30%</b>
2. Case Study Reviews	<b>30%</b>
3. Research Paper	<b>20%</b>
4. Final Exam	<b>20%</b>

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

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

**Letter Grade Criteria Defined:**

Grade	Definition
<b>A</b>	At this level, the adult learner demonstrates insightful mastery of the course subject material and has achieved exceptional quality in precise understanding, and use of interdisciplinary courses and course key terms and theories in both written and oral communications format.
<b>B</b>	At this grade level, the adult learner exhibits professional competency and proper use of interdisciplinary courses and course subject material and demonstrates the skills to effectively use the key terms and theories of the course in both written and oral communications format.
<b>C</b>	At this grade level, the adult learner achieves a general understanding of the course subject material and demonstrates an adequate competency in the correct use of key terms and theories in both written and oral communications format.
<b>D</b>	At this grade level, the adult learner achieves a vague and minimally adequate understanding of the course subject material and demonstrates a marginal competency in the correct use of key terms and theories in both written and oral communications format.
<b>F</b>	At this grade level, the adult learner is unable to present a general understanding of the course subject material and demonstrates an inadequate competency in the correct use of key terms and theories in both written and oral communications format.

**17.1 Grade Appeal Statement:** “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

Week	Dates	Topic/Activities/Discussions
<b>1</b>	Nov11 2019 to Nov17, 2019	<b>Course Overview / Introduction to Organizational Development</b> Read: Cummings & Worley, Ch 1 Participate: <b>Discussion 1</b>
<b>2</b>	Nov 18, 2019 to Nov 24, 2019	<b>Overview of Organization Development</b> Read: Cummings & Worley, Ch 2-3 Submit <b>Case Study Review 1</b>
THANKSGIVING BREAK - NOVEMBER 25 – NOVEMBER 29		
<b>3</b>	Dec 2, 2019 to Dec 8,2019	<b>Process of Organizational Development (Part 1)</b> Read: Cummings & Worley, Ch 4-5 Participate: <b>Discussion 2</b>
<b>4</b>	Dec 9, 2019 to Dec 15,2019	<b>Process of Organizational Development (Part 2)</b> Read: Cummings & Worley, Ch 6-7 Submit <b>Case Study Review 2</b>
<b>5</b>	Dec 16 2019 to Dec 22, 2019	<b>Process of Organizational Development (Part 3)</b> Read: Cummings & Worley, Ch 8-9 Participate: <b>Discussion 3</b>
CHRISTMAS BREAK - DECEMBER 23 - JANUARY 3,2020		
<b>6</b>	Jan 6, 2020 to Jan 12, 2020	<b>Human Process Interventions</b> Read: Cummings & Worley, Ch 10-11 Submit <b>Case Study Review 3</b>
<b>7</b>	Jan 13, 2020 to Jan 19, 2020	<b>Technostructural Interventions</b> Read: Cummings & Worley, Ch 12-14 Participate: <b>Discussion 4</b>
<b>8</b>	Jan 21, 2020 to Jan 26, 2020	<b>Human Resource Interventions</b> Read: Cummings & Worley, Ch 15-17 Submit <b>Case Study Review 4</b>
<b>9</b>	Jan 27, 2020 to Feb 2, 2020	<b>Strategic Change Interventions</b> Read: Cummings & Worley, Ch 18-20 Participate: <b>Discussion 5</b>
<b>10</b>	Feb 3, 2020 to Feb 9, 2020	<b>Special Applications of Organizational Development</b> Read: Cummings & Worley, Ch 21-23 Submit <b>Case Study Review 5</b>
<b>11</b>	Feb 10, 2020 to Feb 15, 2020	<b>Research Paper and Final Exam</b> Submit Research Paper Submit Final Exam via Blackboard (Available Week 10)

## 19. 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.

**Division of Business Goals:** The division of business is committed to producing graduates who have the knowledge and skills to excel in business and its various sub disciplines. We are also committed to instruction in business disciplines invested with the values of Christianity.

**Assignment Submission:** All assignments will have due dates and late penalties. Failure to submit assignments on time will result in the reduction of your grade by 10% per 24-hour period following the due date.

**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.

**Classroom Courtesy:** Exhibit courtesy to everyone in your class by being on time and staying for the entire class time. Turn cell phones off and do not use them during class. Limit classroom discussions to course content.

**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 guidelines using Microsoft Word.