

## Wayland Mission Statement

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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

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**Course:** MGMT 5325 VC01 – Organizational Development and Behavior

**Campus:** WBU Online

**Term/Session:** Fall 1 2024 (12 Aug – 5 Oct 2024)

**Instructor:** Dr. Ernie Rahn

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

**WBU Email Address:** [Ernest.Rahn@wayland.wbu.edu](mailto: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

### 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).

## Textbook Information

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### Required Textbook(s) and/or Required Materials:

BOOK	AUTHOR	ED	YEAR	PUBLISHER	ISBN#
<u>Organization Development and Change</u>	Cummings/Worley	12th	2025	Cengage	9780-35798-6240

*If this is an UNDERGRAD class the textbook for this course is part of the **Pioneer Academic Access Program**. You will have access to an eBook and interactive learning material on the first day of class through your Blackboard course site. If the course requires a physical book you can order at [bookstore.wbu.edu](http://bookstore.wbu.edu). The cost of all your materials are billed to your student account at \$26.00 per credit hour. You can choose to opt-out, however if you do you will lose access to **all classes/materials** and have to source through third party vendors You will be notified via email with access instructions and additional information. If you are in a GRADUATE class you will have an Automatic eBook which is billed directly to your student account or a physical book that can be purchased at [bookstore.wbu.edu](http://bookstore.wbu.edu). If you do not wish to participate in the Automatic eBook program, you will have the first week of class to opt-out of the program (additional details will be outlined in your email instructions).*

### 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 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

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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 by completing the “Required First Assignment” for any given session is considered a “no-show” and will be administratively withdrawn from the class without record. **The Census Date for the Summer term is August 16, 2024.** To be counted as actively participating, you must complete the “Required First Assignment.” 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

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## Academic Integrity:

[Link to Statement on Academic Integrity](#)

## Artificial Intelligence: No use of any generative AI tools permitted.

- i. Students are required to create and produce all work themselves or with assigned group members. Any work submitted that has used an AI generative tool like ChatGPT will be in immediate violation of the academic integrity policies for the course and WBU.
- ii. All assignments must be fully created, designed, and prepared by the student(s).
- iii. Any work that used generative AI will be treated as plagiarism.

**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 Disability Services Coordinator and Academic Coach serves as the coordinator of students with disabilities and must be contacted concerning accommodation requests. Office: (806) 291-1057. Documentation of a disability must accompany any request for accommodations.

## Course Requirements and Grading Criteria

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**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 a discussion board prompt 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 the required material. Initial posts are due NLT Thursday, midnight of 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. The quality of students' responses within these weekly discussion board sessions will be assessed. **Discussion Board Participation contribute 20% 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 based on material researched and shared throughout the course in the class discussions. In the first Week of class, a specific business/organization will be selected to analyze under the lens of our textbook chapters. In subsequent discussions (aside from Weeks

3 and 8), information from our weekly topics will be researched and discussed. This analysis will likely not be based in facts about the organization, but hypothetical assumptions made through planned Organizational Development and Change. Through this approach, data will be collecting throughout the term, addressing the main points required to complete this research paper. As such, completing the research paper will essentially be a logical assembly of the information gathered for the discussions according to the research paper requirements (the provided template is a very valuable tool!). Proper APA format is required. **Research Paper contributes 20% 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 1-9 from the text and Exam 2 will cover Chapters 10-17. Students will have 4 hours to complete each exam. **Exams contributes 30% toward your final grade.**

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

Evaluated Area	Percentage
1. Discussion Board Posts and Substantive Peer Interaction	20%
2. Case Study Reviews	30%
3. Research Paper	20%
4. Exams	30%

**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.

## Tentative Schedule

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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 it as a class.

<b>Week</b>	<b>Dates</b>	<b>Topic/Activities/Discussions</b>
1	12 Aug 2024 to 18 Aug 2024	<b>Course Overview / Introduction to Organizational Development</b> Read: Cummings & Worley, Ch 1-2 Participate: Week 1 Discussion
2	19 Aug 2024 to 25 Aug 2024	<b>Process of Organizational Development (Part 1)</b> Read: Cummings & Worley, Ch 3-4 Participate: Week 2 Discussion Submit: Week 2 Case Study Review
3	26 Aug 2024 to 1 Sept 2024	<b>Process of Organizational Development (Part 2)</b> Read: Cummings & Worley, Ch 5-6 Participate: Week 3 Discussion Submit: Week 3 Case Study Review
4	2 Sept 2024 to 8 Sept 2024	<b>Human Process Interventions</b> Read: Cummings & Worley, Ch 7-8 Participate: Week 4 Discussion Submit: Exam 1 Exam (Covers Chapters 1-8)
5	9 Sept 2024 to 15 Sept 2024	<b>Technostructural Interventions</b> Read: Cummings & Worley, Ch 9-10 Participate: Week 5 Discussion Submit: Week 5 Case Study Review
6	16 Sept 2024 to 22 Sept 2024	<b>Human Resource Interventions</b> Read: Cummings & Worley, Ch 11-12 Participate: Week 6 Discussion Submit: Week 6 Case Study Review
7	23 Sept 2024 to 29 Sept 2024	<b>Large-Scale Interventions</b> Read: Cummings & Worley, Ch 13-15 Participate: Week 7 Discussion Submit: Week 7 Case Study Review
8	30 Sept 2024 to 5 Oct 2024	<b>Research Paper and Final Exam</b> Read: Cummings & Worley, Ch 16 Participate: Week 8 Discussion Submit: Research Paper Submit: Exam 2 (Covers Chapters 9-16)

**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

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**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.