

Texas A & M University – Texarkana
Term: October 23 – Dec. 7

Course No. 415. 01W **Credit:** 3 SCH **Prerequisites:** None
Instructor: **Dr. Gaynell Green**

Course Time/Location: All course content is delivered on-line, including major exams; the class does not meet on campus as a group at all, however, any student is welcome to call me or visit in my office anytime they are on campus.

Office Location/Hours

SCIT Bldg Office 309J

Office Phone: 903-223-3165

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Mailing address: 7101 University Drive
Texarkana, TX 75503-5518

Office Hours:

Tuesday, 3pm-5:30pm

Wednesday, 3pm – 5pm

Appointments available at other times

Catalog Course Description: This course introduces the student to the discipline of Organizational Development (OD); it provides an overview of how an Organizational Development specialist plans and implements interventions to create interpersonal, group, inter-group, or organization-wide change. This course presents theoretical and historical foundations of the field and explains the practical interventions involved in an OD process; in addition, values, ethics and the role of the Organizational Development professional/change agent will be studied.

Text: Brown, D. R. (2011). *An experiential approach to organization development (8th ed.)*
Upper Saddle River, NJ: Pearson Prentice Hall. ISBN: 13:978-0-13-610689-0

Style Guide Required: APA 6 the Edition Style Guide published by the American Psychological Association – can be accessed on-line

Course Objectives

The student shall be able to:

- Define fundamental terminology relevant to the discipline of Organizational Development.

- Explain theories and models that form the foundation of the discipline as well as the OD diagnostic process
- Describe the steps involved in planned change programs
- Distinguish the various structural, behavioral and comprehensive interventions typically used in change efforts
- Analyze the role and style of the OD consultant
- Select various diagnostic tools and the appropriate methodology for collecting organizational data to plan a major change effort.

Course Organization and Methodology of Instruction

- **Format for Delivery - SEVEN modules, each opening on Monday morning and concluding close of day the next Sunday.** Each module has at least two chapters of text reading, a “lecture” in PPT with major points drawn together from the chapters, YouTube videos to review, and one discussion to engage in plus an application exercise to complete. All work for that module is due the next Sunday evening by close of day. The instructions and an overview of the module are always listed with my greeting.
- **Individual module tasks** – Within each module there will be one discussion for certain and a task or short exercise to do that engages students with the content and helps one to apply the content. There are also YouTube videos to see. Follow my instructions in the module. Occasionally I build in “Check for Understanding Quizzes (NON-GRADED). These are helpful in preparing for the major exams so try to do every one.
- **Major Exams** (2 at 150 points each)– The major exams cover text readings and module notes, but I focus on the large, overarching concepts rather than small detail. There is a study guide to help you and the reinforcement quizzes should help in preparation. Question types are multiple-choice, True/False, short answer or application exercises. Exams are delivered on-line entirely; due to the short time frame of the truncated term, exams are NOT available for a full week and they are timed. These are placed under the Assessments link.
- **Discussions on-line and Student Participation** – Discussions are a-synchronous. Post your response first to the question and then engage in meaningful dialogue with two other class members (respond to two other posts with substantive thought displayed). You have a full week to keep the dialogue going but start the postings early in the week. The module describes the intent of the discussion. I generally break the class up into three discussion groups. **Discussions should be thoughtful, substantive, and reflect some ability to apply the content. No credit is given for perfunctory, shallow, last-minute comments such as “I agree with you on that.” In addition, compose your postings in an academic and professional manner which means use proper punctuation, upper and lower case as appropriate, and correct grammar – avoid denigrating employers,**

please. Professional and respectful dialogue is a course policy; this applies to all students and the professor. E-mails require a higher level of etiquette than text messages .

If you forget to participate in a discussion, the points cannot be made up.

Course Assessment and Grading Criteria

Assignments	Point Value	Grading Scale
(1) Module Tasks (7 at 10 pts each)	70 pts	A: 486 - 540
(2) Major Examinations – 2 at 150 points each	300 pts	B: 432 – 485 pts
(3) On-line discussions (7 at 10 pts each)	70 pts	C: 378-431 pts
(4) OD Model paper	100 pts	D: 324-377
	Total: 540	F: 0 - 323

Description of Course Assignments

- **Major Examinations (2 at 150 pts each)** – You may use your text and notes for the exams, but you are not to confer with anyone else. Specific dates for examinations are noted in the course schedule on the last page of this syllabus and will be in the CALENDAR.
- **On-Line Discussion question (7 at 10 pts each)** – Each module has a discussion question; these cannot be made up if missed so you will not be able to access it after the due date. Start your dialogue early in the week. I award full points for a response that is substantive, thoughtful and reflects the readings, and obviously is on task. Post a response to the question and then respond to two other students' postings in your group please. So, the bottom line is approach these professionally, reflecting what you have gained from the readings and lecture notes.
- **OD Model paper (100 pts)** – There are several models that have been proposed through the years as a way of examining an organization and devising a change effort. A model may show relationships or highlight parts of the organization. Choose one of the following models to research and write a 5-page, double-spaced paper with 5 references. The page requirement is exclusive of the reference and title page. Follow all APA 6th edition style standards for format, citations, quotes, reference list, heading style, etc. You will need to search the academic literature (no .com sites); discern who first proposed it, explain the major concepts of it, show the actual model in your paper, and

find any criticisms of it or limitations of it. I will share more about this in the instruction sheet.

Models

Force-field theory

Kotter's 8 Steps

Burke-Litwin Model

Falletta's Organizational Intelligence

Nadler-Cushman Congruence Model

- **Module Tasks** (7 at 10 pts each) – These are short application exercises that can be done during the week; you will not be able to accomplish them without reading and understanding the chapter and PPT co

Note on Library and Media Resources – No special media resources are needed but all students are required to use the university library resources for the major paper.

Course Policies

1. **Contacts with your Professor via Blackboard or e-mail** – You can use the message box set up in Blackboard to communicate with me or call my office. If your need does not concern the course then feel free to use my regular e-mail: Gaynell.green@tamut.edu. Of course, you can always drop by my office for clarity or further explanation on anything related to the course.
2. **Late Policy for exams** – Due to the intense schedule of this short term, there is no way to make up an exam or extend the due date for the paper. Even if you are not ready, try your best on the exam rather than take the zero. No extensions are available. Only university excused absences will be accepted for tardiness of assignments.
3. **Unsatisfactory Progress or Non-Participation** – If a student does not log in consistently and does not keep up with the discussions and other work, I will contact the student to discuss the issue. Be aware there is no administrative drop I can make; if you cannot complete the requirements of the course then please drop by the due date. An Incomplete is only awarded if a student becomes seriously ill or experiences such a traumatic life event that he/she is no longer able to perform other obligations such as work, attend other classes, or typical life functions. The student, or a family representative, MUST discuss any special needs with me immediately. An Incomplete grade is not warranted because the student takes on too many obligations and gets behind in the work.

4. **Disability Accommodations:** Students with disabilities may request reasonable accommodations through the A&M-Texarkana Disability Services Office; call 903-223-3062.
5. **Academic Integrity:** Academic honesty is expected of students enrolled in this course. Cheating on examinations, unauthorized collaboration, falsification of research data, plagiarism, and undocumented use of materials from any source constitute academic dishonesty and may be grounds for a grade of 'F' in the course and/or disciplinary actions. For additional information, see the university catalog.
6. **A&M-Texarkana Email Address:** Upon application to Texas A&M University-Texarkana an individual will be assigned an A&M-Texarkana email account. This email account will be used to deliver official university correspondence. Each individual is responsible for information sent and received via the university email account and is expected to check the official A&M-Texarkana email account on a frequent and consistent basis. Faculty and students are required to utilize the university email account when communicating about coursework.
7. **Drop Policy:** To drop this course after the census date, a student must complete a [Drop/Withdrawal Request Form](#), located on the University Registrar's webpage or obtained in the Registrar's Office. The student must submit the signed and completed form to the instructor of each course indicated on the form to be dropped for his/her signature. The signature is not an "approval" to drop, but rather confirmation that the student has discussed the drop/withdrawal with the faculty member. The form must be submitted to the Registrar's office for processing in person, email Registrar@tamut.edu, mail (7101 University Ave., Texarkana, TX 75503) or fax (903-223-3140). Drop/withdraw forms missing any of the required information will not be accepted by the Registrar's Office for processing. It is the student's responsibility to ensure that the form is completed properly before submission. If a student stops participating in class (attending and submitting assignments) but does not complete and submit the drop/withdrawal form, a final grade based on work completed as outlined in the syllabus will be assigned.

Policies for the web-enhanced and online courses.

8. **Class Participation:** Students are responsible for beginning their participation on the FIRST CLASS DAY by logging on and completing assignments according to the COURSE CALENDAR. Failure to submit online assignments between the first day of classes and the University census date (according to the University schedule) will result in an ADMINISTRATIVE DROP from the course.
9. **Students with federal loans and/or grants:** Students who have federal loans and grants must be aware that participation is monitored in online courses. In the event a student withdraws from a course the student will be required to refund all federal funds prorated from the last date of participation. A student's last access to Blackboard would not suffice as participation. The required weekly activity could include a comment to a blog, a discussion

board posting, a journal entry, a quiz or exam, a submitted assignment, or other measurable and tracked activity.

10. Student Technical Assistance:

- Common problems and FAQ's - Found on the [Online Student Training](#) page on our website. If you cannot find your resolution there, you can submit a support request by contacting the IT HelpDesk:

Email: helpdesk@tamut.edu Phone: 903-334-6603

Submit a [Support Request Ticket](#)

- Additional student help for Blackboard can be here:

[Blackboard Help for Students](#)

- **Technical Requirements:** The following are the minimum computer requirements for online learning:
 - ✓ A computer capable of handling streaming video. A mid-range multi-core CPU should be adequate.
 - ✓ A sound card.
 - ✓ A high speed internet connection preferably directly connected to the computer via a hard-wired Ethernet connection rather than wirelessly connected.
 - ✓ Virus and adware protection software.
 - ✓ Microsoft Word, minimum version 2007 or above.
 - ✓ [Mozilla Firefox](#) browser available free.
 - ✓ The most recent versions of Java, Flash, QuickTime, Adobe Reader, and Shockwave. You can check this in the Firefox browser by visiting:
 - ✓ [Firefox Plugin Check Tool](#)

Please note: This course does not require the use of a headset with microphone and/or a webcam. If a course should, the cost of these items is not included in your course fees and will need to be acquired at your own expense.

Blackboard Mobile for iOS and Android Devices

Android and iOS devices are currently supported using the Blackboard Mobile App, available for free from your App Store or scan the code below:



The Blackboard Mobile App provides limited access to courses, including the ability to read and contribute to discussions, check grades and announcements, access content, read and comment on blogs, reflect in journals, link to your personal Dropbox, and receive push notifications when courses are updated. Limited course features may also be available via your mobile device's browser; however, your mobile device does not replace your personal computer and should not be used as a substitute for one. High stakes assignments, tests, etc. should be completed on your personal computer, and not on your mobile device.

Course Schedule

Note: The instructor reserves the right to modify this syllabus if necessary, but the class will be given sufficient prior notice of changes.

Release Dates	Modules	Text Readings for Module	Assignment
Oct. 23	Module 1 – What IS OD and How A System Deals with Change	Chapt. 1 & 2	<ul style="list-style-type: none"> • Module tasks • Introduce yourself on the Discussion board and answer one other general question on Discussion board • Complete Quiz on Course requirements • Complete all tasks remaining in Module 1
Oct. 30	Module 2: <i>The OD Practitioner Operating with the Culture</i>	Chapters 3 and 4	
Nov. 6	Module 3: <i>The Diagnostic Process and Assessing Resistance</i>	Chapters 5 and 6	

Nov. 13	Module 4: <i>Types of Strategies and The Process Skills used in OD Efforts</i> Exam I – latter part of week	Chapters 7, 8	<ul style="list-style-type: none"> Exam I available Nov. 16 – 19 over Modules 1 – 4 (chapters 1 – 8, plus PPT key points)
Nov. 20	<i>Module 5: Interpersonal and Team Development</i>	Chapters 9 and 10	
Nov. 27	<i>Module 6: Intergroup and Work Team Development</i>	Chapters 11, 12 , and 13	Paper due on Change Model – submit in BB
Dec. 4	<i>Module 7: Transforming Entire Systems and Strategic Change</i>	Chapter 14 and 16	<i>Final Module activities due Dec. 7</i>
Dec. 8 - 10	<i>Exam II available – over Modules 5 - 7</i>		<i>This is during our regular final exam days</i>