

University of North Texas at Dallas
Summer Semester, 2015
SYLLABUS

MGMT 5120: Managing Organizational Design and Change			
3 Credit Hours			
Department of	Management	Division of	Urban and Professional Studies
Instructor Name:	Dr. Elizabeth Muñiz		
Office Location:	DAL 2 - 333		
Office Phone:	(972)338-1803		
Email Address:	Elizabeth.Muniz@unt.edu NOTE: I prefer e-mail to communicate with students, and I usually respond to e-mail messages within 24 hours. When you send a message, please make sure you specify in the subject line the course number for which you are enrolled (i.e., MGMT 5120).		
Office Hours:	TBA		
Classroom Location:	TBA		
Class Meeting Days & Times:	TBA		
Course Catalog Description:	5120. Managing Organizational Design and Change. 3 hours. Examination of the development of organizational competencies and capabilities through the study of the theory and tools related to organizational design and change. Emphasis is placed on the use of horizontal and vertical linkage mechanisms that provide the organization with the flexibility to adapt to a rapidly changing competitive environment. Definition of management roles and the use of teams are emphasized in the change management process.		
Prerequisites:	N/A		
Co-requisites:	N/A		
Required Text:	(REQUIRED) Organization Development and Change 10 th edition By: Cummings/Worley (2014) ISBN-13: 978-1133190455 ISBN-10: 1133190456		
Access to Learning Resources:	UNT Dallas Library: phone: (972) 780-3625; web: http://www.unt.edu/unt-dallas/library.htm UNT Dallas Bookstore: phone: (972) 780-3652; e-mail: 1012mgr@fheg.follett.com		

Course Goals or Overview:
<p>The goals of this course are to</p> <ol style="list-style-type: none"> 1. encourage an in depth exploration of the concepts of organization development and change. 2. provide exposure to academic and practitioner treatments of organization development and change. 3. examine potential career paths in the field of organizational development by comparing and contrasting the approaches of a few highly recognized OD practitioners. 4. examine client-consultant relationship issues such as contracting and professional ethics.

Learning Objectives/Outcomes:

At the end of this course,

1. Students will be able to identify organizational situations that would benefit from organization development interventions.
2. Students will be able to diagnose the organizational systems issues at the level of the individual, small group, inter-group, organization, and organization/environment levels of analysis.
3. Students will explain the limitations of conventional analytical frameworks in hyperturbulent organizational environments.
4. At a foundational level, students will be able to diagnose and plan an intervention that will increase organizational effectiveness.
5. Students will be able to easily locate professional resources/tools available to the practitioner.
6. Students will be able to identify ways to utilize the personal self as an instrument in the change process.

Week 1

June 8th –
June 14th

MODULE #1: Chapters 1 & 2

- Assignment: Read Chapters 1 & 2
- Blackboard Activities
 - Discussion Board # 1: Describe a Process at Your Workplace
 - Download guide from Blackboard
 - First post with your answer due Wednesday June 10th, 2015 @ 11:59 PM
 - Two reply posts due Saturday June 13th at 11:59 PM
 - Quiz #1 (5 items): Chapter 1
 - Due June 14th, 2015 @ 11:59 PM
 - Quiz #2 (5 items): Chapter 2
 - Due June 14th, 2015 @ 11:59 PM

MODULE #2: Chapters 3, 4 & 5

- Assignment: Read Chapters 3, 4 & 5
- Blackboard Activities
 - Discussion Board # 2: Case Study A
 - Download case study discussion guide from Blackboard
 - First post with your answers due Wednesday June 10th, 2015 @ 11:59 PM
 - Two reply posts due Saturday June 13th at 11:59 PM
 - Quiz #3 (5 items): Chapter 3
 - Due June 14th, 2015 @ 11:59 PM
 - Quiz # 4 (5 items): Chapter 4
 - Due June 14th, 2015 @ 11:59 PM
 - Quiz # 5 (5 items): Chapter 5
 - Due June 14th, 2015 @ 11:59 PM

Week 2

June 15th –
June 21st

MODULE #3: Chapters 6 & 7

- Assignment
 - Read Chapters 6 & 7
- Blackboard Activities
 - Discussion Board #3: Describe an Organizational Change
 - Download guide from Blackboard
 - First post with your answer due Wednesday June 17, 2015 @ 11:59 PM
 - Two reply posts due Saturday June 20, 2015 @ 11:59 PM
 - Quiz # 6 (5 items): Chapter 6
 - Due June 21, 2015 @ 11:59 PM
 - Quiz #7 (5 items) Chapter 7
 - Due June 21, 2015 @ 11:59 PM

MODULE #4: Chapters 8, 9 & 10

- Assignment
 - Read Chapters 8 9 & 10
- Blackboard Activities
 - Discussion Board #4: Case Study B.

	<ul style="list-style-type: none"> ▪ Download case study discussion guide from Blackboard • First post with your answers due Wednesday June 17, 2015 @ 11:59 PM • Two reply posts due Saturday June 20, 2015 @ 11:59 PM ○ Quiz #8 (5 items): Chapter 8 <ul style="list-style-type: none"> ▪ Due June 21, 2015 @ 11: 59 PM ○ Quiz #9 (5 items): Chapter 9 <ul style="list-style-type: none"> ▪ Due June 21, 2015 @ 11: 59 PM ○ Quiz #10 (5 items) Chapter 10 <ul style="list-style-type: none"> ▪ Due June 21, 2015 @ 11: 59 PM
<p>Week 3 June 22nd – June 28th</p>	<p>MODULE #5: Chapters 11 & 12</p> <ul style="list-style-type: none"> • <u>Assignment</u> <ul style="list-style-type: none"> ○ Read Chapters 11 & 12 • <u>Blackboard Activities</u> <ul style="list-style-type: none"> ○ Discussion Board #5: Case Study C <ul style="list-style-type: none"> ▪ Download case study discussion guide from Blackboard ▪ First post with your answers due Wednesday June 24, 2015 @ 11:59 PM ▪ Two reply posts due Saturday June 27, 2015 @ 11:59 PM ○ Quiz #11 (5 items) Chapter 11 <ul style="list-style-type: none"> ▪ Due June 28, 2015 ○ Quiz # 12 (5 items) Chapter 12 <ul style="list-style-type: none"> ▪ Due June 28^d, 2015 ○ Discussion Board #6: Describe Methods and Logistics for Implementing and Controlling Change <ul style="list-style-type: none"> ▪ First post with your answer due Wednesday June 14, 2015 @ 11:59 PM ▪ Two reply posts due Saturday June 27, 2015 @ 11:59 PM <p>MODULE #6: Chapters 13 14 & 15</p> <ul style="list-style-type: none"> • <u>Assignment</u> <ul style="list-style-type: none"> ○ Read Chapters 13, 14 & 15 • <u>Blackboard Activities</u> <ul style="list-style-type: none"> ○ Discussion Board # 7: Case Study D <ul style="list-style-type: none"> ▪ Download case study discussion guide from Blackboard ▪ First post with your answers due Wednesday June 24, 2015 @ 11:59 PM ▪ Two reply posts due Saturday June 27, 2015 @ 11:59 PM ○ Quiz #13 (5 items) Chapter 13 <ul style="list-style-type: none"> ▪ Due June 28, 2015 ○ Quiz # 14 (5 items) Chapter 14 <ul style="list-style-type: none"> ▪ Due June 28, 2015 ○ Quiz #15 (5 items) Chapter 15 <ul style="list-style-type: none"> ▪ Due June 28, 2015 ○ Exam 1 (Chapters 1 – 13) <ul style="list-style-type: none"> ▪ Due June 28, 2015
<p>Week 4 June 29th – July 5th</p>	<p>MODULE #7: Chapters 16 & 17</p> <ul style="list-style-type: none"> • <u>Assignment</u> <ul style="list-style-type: none"> ○ Read Chapters 16 & 17 • <u>Blackboard Activities</u> <ul style="list-style-type: none"> ○ Discussion Board #8: Kaizen Research <ul style="list-style-type: none"> ▪ Download guide from Blackboard ▪ First post with your answer due Wednesday July 1, 2015 @ 11:59 PM ▪ Two reply posts due Saturday July 4, 2015 @ 11:59 PM ○ Quiz #16 (5 items) Chapter 16 <ul style="list-style-type: none"> ▪ Due July 5, 2015 ○ Quiz # 17 (5 items) Chapter 17 <ul style="list-style-type: none"> ▪ Due July 5, 2015

	<p>MODULE #8: Chapters 18, 19 & 20</p> <ul style="list-style-type: none"> • <u>Assignment</u> <ul style="list-style-type: none"> ○ Read Chapters 18, 18 & 20 • <u>Blackboard Activities</u> <ul style="list-style-type: none"> ○ Discussion Board #9: Case Study F. <ul style="list-style-type: none"> ▪ Download case study discussion guide from Blackboard ▪ First post with your answers due Wednesday July 1, 2015 @ 11:59 PM ▪ Two reply posts due Saturday July 4, 2015 @ 11:59 PM ○ Quiz #18 (5 items) Chapter 18 <ul style="list-style-type: none"> ▪ Due July 5, 2015 ○ Quiz # 19 (5 items) Chapter 19 <ul style="list-style-type: none"> ▪ Due July 5, 2015 ○ Quiz # 20 (5 items) Chapter 20 <ul style="list-style-type: none"> ▪ Due July 5, 2015
<p>Week 5 July 6th – July 9th</p>	<p>*** Classes end on Thursday. Please note the change in deadlines for Week 5 ***</p> <p>MODULE #9: Chapters 21, 22 & 23</p> <ul style="list-style-type: none"> • <u>Assignment</u> <ul style="list-style-type: none"> ○ Read Chapters 21, 22 & 23 • <u>Blackboard Activities</u> <ul style="list-style-type: none"> ○ Discussion Board #10: Case Study G <ul style="list-style-type: none"> ▪ Download case study discussion guide from Blackboard ▪ First post with your answers due Monday July 6, 2015 @ 11:59 PM ▪ Two reply posts due Tuesday July 7, 2015 @ 11:59 PM ○ Discussion Board #11: Case Study H <ul style="list-style-type: none"> ▪ Download case study discussion guide from Blackboard ▪ First post with your answers due Monday July 6, 2015 @ 11:59 PM ▪ Two reply posts due Tuesday July 7, 2015 @ 11:59 PM ○ Quiz # 21 (5 items) Chapter 21 <ul style="list-style-type: none"> ▪ Due Tuesday July 7, 2015 @ 11:59 PM ○ Quiz # 22 (5 items) Chapter 22 <ul style="list-style-type: none"> ▪ Due Tuesday July 7, 2015 @ 11:59 PM ○ Quiz # 23 (5 items) Chapter 23 <ul style="list-style-type: none"> ▪ Due Tuesday July 7, 2015 @ 11:59 PM <p>MODULE #10: Exam 2 & Reflection Paper</p> <ul style="list-style-type: none"> • <u>Blackboard Activities</u> <ul style="list-style-type: none"> ○ Discussion Board #12: Reflection Paper <ul style="list-style-type: none"> ▪ Download guide from Blackboard ▪ First post with your answers due Monday July 6, 2015 @ 11:59 PM ▪ Two reply posts due Tuesday July 7, 2015 @ 11:59 PM ○ Exam 2 (Chapters 14 – 23) <ul style="list-style-type: none"> ▪ Due Wednesday July 8, 2015 @ 11:59 PM

This schedule is subject to change by the instructor. Changes to this schedule will be communicated by Blackboard email.

Course Evaluation Methods

This course will utilize the following instruments to determine student grades and proficiency of the learning outcomes for the course.

Components	Max Points
Discussion Boards (12 Discussion Boards @ 15 points each)	180
Quizzes (23 Quizzes @ 5 points each)	115
Exams (2 Exams @ 100 points each)	200
	495

At the end of the course,
445 points and above = A;
444 - 396 points = B;
395 – 346 points = C;
345 - 297 points = D;
296 – 0 points = F.

Final numeric scores will NOT be rounded (e.g., 346 at the end of the course will be a “C”, 396 will be a “B”, etc.). Final scores/grades will NOT be “curved” or “adjusted”. Adjustment of exam scores *may* be made immediately after the exam (not at the end of the course) after analysis of the frequency of questions missed.

Note that an “A” clearly stands out as excellent work. A “B” demonstrates a thorough grasp of the subject matter and indicates high quality performance and solid work. A “C” meets the requirements of the course and represents average work.

Blackboard Availability and Deadlines: Blackboard is unavailable at certain times during the weekend for maintenance. Please plan your schedule accordingly to avoid missing deadlines.

Description of Required Activities

Discussion Boards

Part of an effective class is the synergy created with in-class and online discussions. Your assignments require that you participate in online discussions. Online discussions require you to post an Original Response to my question(s) and Reply to the Original Response or replies of your class-mates (i.e. peers). As part of your course grade, you are required to post at least 12 Original and 24 Reply postings in the discussion forums as requested in the Discussion Board section of each Module.

All Discussion postings are time-sensitive as indicated in the Course Schedule. Discussion forums will be *locked up* (no more posts) at the times indicated.

No discussion credit will be given if you do not post timely responses to the Discussion Forums. You will not receive partial credit – you must make both posts (i.e., Original Response and Two Replies) and answer all questions to receive credit for/in a discussion forum.

Discussion credit (points) will be assigned the week following the close of a discussion. Discussion Boards are intended to promote discussion between and among students.

There is no provision for making up a missed question for discussion and no questions for discussion will be administered at a time different than that provided in the syllabus.

Do NOT attach a file in lieu of text in a Discussion post. No one will read it done this way as it requires a download and it is too much trouble.

Just reply to my Discussion Board question(s) rather than creating a new discussion thread. You will do that also in replying to someone else’s post anyway. (New threads are started when you hit “Compose [New] Discussion

Message” and change the Subject Line). Do not start a new discussion thread (by composing a new message) within a discussion forum – reply only to my or someone else’s post(s).

Remember that it takes 2 posted responses within a discussion to receive credit. If you reply to my discussion question(s) but do not post a response to your classmate’s, you will receive a ZERO for that assignment. Remember, also, that you will not receive any credit unless you answer ALL of my questions in a reply to my question(s). Again remember that you must have at least one (1) original response to ALL of the question(s) I ask in a discussion AND at least two (2) replies to a classmate’s post in a discussion forum by the Syllabus deadline for the assignment.

Public Discussion replies from me are unusual. A Discussion reply post from me will be rare simply because of the volume involved. I do READ and EVALUATE every post. I may reply to your post PRIVATELY. I will let you know privately if you are not in the right track. Please do not be offended if I do not reply to your discussion post. I do reply to all Blackboard email.

I suggest that you save all messages/mail/posts until the end of the course. I do ... so I can prove what was/was not sent/received during the semester.

Although discussion posts are locked up Saturdays @ 11:59 pm (except for the last week of classes), grades will not be posted until I read, evaluate, and process all posts. This will usually be by the Wednesday following the close of discussion. In other words, there is not an immediate return of Discussion evaluation/grades as there is with Quizzes.

Quizzes

You will have 23 Blackboard Chapter Quizzes over the course term. No Chapter Quiz grades will be dropped. In each module, you will all quizzes in the quiz folder and will be available on and will expire on the dates specified on the Course Schedule.

All Quizzes are open book, open notes. Complete the quizzes without the help of anyone else. Complete the quizzes after you finish reading the assigned work for that week. You will receive a zero if you do not complete a quiz by its deadline.

Each quiz contains 5 multiple choice or True/False questions and has a time limit of 10 minutes. You can take a Chapter Quiz *only once*. UNT Blackboard Server time rules for any and all Quiz/Testing purposes. Quiz scores will be posted to your student record in Blackboard. There is no provision for making up a missed quiz and no quiz will be given at a different time than that provided in the course syllabus. Chapter Quiz results are returned after a quiz is graded.

The “Blackboard Glitch”. Blackboard occasionally fails to grade a submitted Chapter Quiz and automatically return results to you. If this happens to you, let me know and I will fix it. There is typically nothing wrong if you submit your quiz properly.

Exam 1 & 2

These are online exams. They contain multiple choice items testing your comprehension of and ability to integrate material associate with the first half of the semester.

University Policies and Procedures

Students with Disabilities (ADA Compliance):

The University of North Texas Dallas faculty is committed to complying with the Americans with Disabilities Act (ADA). Students' with documented disabilities are responsible for informing faculty of their needs for reasonable accommodations and providing written authorized documentation. For more information, you may visit the Office of Disability Accommodation/Student Development Office, Suite 115 or call Laura Smith at 972-780-3632.

Policy on Missing Exams & Other Assignments:

SPECIAL NOTICE: There is no provision for missing or making up a missed assignment, case study, quiz or any other syllabus specified component of this class. Further, no component of this course will be administered at a time different than that provided in the course syllabus.

Verifiable cases of birth; death; serious family and/health problems; act of God (unpreventable events resulting from natural causes such as hurricanes, tornadoes, floods, and storms – accidents which are not the results of human factors); transportation accidents, bona fide racial, ethnic, cultural, religious, age, gender, or disability factors; UNT official events may constitute grounds for accommodation and will be dealt with on a case-by-case basis. Work, marriage, personal or work-related travel, and other personal situations not described above DO NOT constitute grounds for accommodation. If the above policy does not suit your situation, then please make other enrollment arrangements.

Academic Integrity:

(Source: Code of Conduct and Discipline at the University of North Texas section of the Student Guidebook.)

The University of North Texas Code of Student Conduct and Discipline provides penalties for misconduct by students, including academic dishonesty. Academic dishonesty includes cheating. The term cheating includes, but is not limited to the following:

- plagiarism of any kind, including intra- or inter-term copying of the Discussion Posts of others;
- the use of any unauthorized assistance in taking exams;
- dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; and
- the acquisition, without permission, of exams or other academic material belonging to a faculty member or staff of the university (i.e., removing exams from the classroom or teaching assistant's office and accepting exams from fellow students).

If an individual engages in any form of academic dishonesty related to this course, he/she will receive a letter grade of "F" in the course in addition to a letter grade of "F" on the course activity to which the academic dishonesty pertains. The student's case will be immediately referred to the Dean of Students Office for appropriate disciplinary action. This policy is intended to protect honest students from unfair competition with unscrupulous individuals who might attempt to gain an unfair advantage through academic dishonesty.

The expectation is that the instructor and all students will adhere to all guidelines of UNT's Code of Student Conduct and all information at the Center for Student Rights and Responsibilities website http://www.unt.edu/csrr/student_conduct/index.html.

Diversity/Tolerance Policy:

Students are encouraged to contribute their perspectives and insights to class discussions. However, offensive and inappropriate language (swearing) and remarks offensive to others of particular nationalities, ethnic groups, sexual preferences, religious groups, genders, or other ascribed statuses will not be tolerated. Disruptions which violate the Code of Student Conduct will be referred to the Center for Student Rights and Responsibilities as the instructor deems appropriate.

Student Evaluation of Teaching Effectiveness:

The Student Evaluation of Teaching Effectiveness (SETE) is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. I am very interested in the feedback I get from students, as I work to continually improve my teaching. I consider the SETE to be an important part of your participation in this class.