

**University of North Texas at Dallas
SUMMER SEMESTER, 8WK ONLINE, 2016
SYLLABUS for Distance Learning**

MGMT5120: Managing Organizational Design and Change 3 Credit Hours				
Department of		Management	Division of	Urban and Professional Studies
Instructor Name:		Dr. Frances Charlene Conner		
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Office Hours:		TBA		
Classroom Location:		<i>Online</i>		
Class Meeting Days & Times:		Online		
Course Catalog Description:		MGMT5120, 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 place 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		
Required Text:		(Required) Organization Development and Change, 10th edition By Cummings/Worley (2014) ISBN-13: 978-1133190445 ISBN-10: 1133190456		
Access to Learning Resources:		UNT Dallas Library: phone: (972) 780-1616 web: http://www.untdallas.edu/library email: library@untdallas.edu UNT Dallas Bookstore: phone: (972) 780-3652 web: http://www.untdallas.edu/bookstore e-mail: untdallas@bkstr.com		
Course Goals or Overview: The goals of this course are as follows -				
The goals of this course are to:				
<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, students will be able to:				
1	Identify organizational situations that would benefit from organization development interventions			
2	Diagnose the organizational systems' issues at the level of the individual, small group, inter-group, organization, and organization/environment levels of analysis			
3	Explain the limitations of the conventional analytical frameworks in hyper-turbulent organizational environments			
4	Diagnose and plan an intervention that will increase organizational effectiveness			
5	Easily locate professional resources/tools available to the practitioner			
6	Identify ways to utilize the personal self as an instrument in the change process			

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Online Course Outline

This schedule is subject to change by the instructor. Any changes to this schedule will be communicated via class email or Blackboard announcement. Additional readings and activities may be added, these will be noted in the Readings and Activities/Assignments sections.

Schedule	Topic	Activities	Due Date
Week 1 May 16-22	Organizational Development	Module #1: Chapters 1-3 Read Chapter 1; Quiz 1 Read Chapter 2; Quiz 2 Read Chapter 3, Quiz 3 Discussion Board #1: Describe a process at your workplace	Quiz 1 due Mon, May 16 Quiz 2 due Tues, May 17 Quiz 3 due Wed, May 18 DB first post with answers due Wed by 11:59pm; (2) peer responses due by Sun by 11:59pm
Week 2 May 23-29	The Process of Organizational Development	Module #2, Chapters 4-6 Read Chapter 4; Quiz 4 Read Chapter 5; Quiz 5 Read Chapter 6; Quiz 6 Discussion Board #2: Describe an organizational change	Quiz 4 due Mon, May 23 Quiz 5 due Tues, May 24 Quiz 6 due Wed, May 25 DB first post with answers due Wed by 11:59pm; (2) peer responses due by Sun by 11:59pm
Week 3 May 30- June 3	The Process of Organizational Development (con't)	Module #3, Chapters 7-9 Read Chapter 7; Quiz 7 Read Chapter 8; Quiz 8 Read Chapter 9; Quiz 9 Discussion Board #3, Case-Kenworth Motors, pps. 234-237	Monday - HOLIDAY Quiz 7, due Tues, May 31 Quiz 8, due Wed, Jun 1 Quiz 9, due Thur, Jun 2 DB first post with answers due Wed by 11:59pm; (2) peer responses due by Sun by 11:59pm
Week 4 June 6-10	Human Process and Techno-structural Interventions	Module #4, Chapters 10-13 Read Chapter 10; Quiz 10 Read Chapter 11; Quiz 11 Read Chapter 12; Quiz 12 Read Chapter 13; Quiz 13 Discussion Board #4, Case-Peppercorn Dining, pps. 238-256 Exam #1 (Chapters 1-13)	Quiz 10 due Mon, Jun 6 Quiz 11 due Tues, Jun 7 Quiz 12 due Wed, Jun 8 Quiz 13 due Thurs, Jun 9 DB first post with answers due Wed by 11:59pm; (2) peer responses due by Sun by 11:59 Exam #1 due Sun, June 12; 11:59pm
Week 5 June 13-17	Techno-structural Interventions (con't) and Human Resource Interventions	Module #5, Chapters 14-16 Read Chapter 14; Quiz 14 Read Chapter 15; Quiz 15 Read Chapter 16; Quiz 16 Discussion Board #5, Case-Lincoln Hospital – Third Party Intervention, pps. 322-328	Quiz 14 due Mon, Jun 13 Quiz 15 due Tues, Jun 14 Quiz 16 due Wed, Jun 15 DB first post with answers due Wed by 11:59pm; (2) peer responses due by Sun by 11:59pm
Week 6 June 20-24	Human Resource Interventions (con't) and Strategic	Module #6, Chapters 17-19 Read Chapter 17; Quiz 17	Quiz 17, due Mon, Jun 20

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	Change Interventions	Read Chapter 18; Quiz 18 Read Chapter 19; Quiz 19 Discussion Board #6, Case – Leading Strategic Change at Davita: The Integration of the Gambro Acquisition, pps. 645-657	Quiz 18, due Tues, Jun 21 Quiz 18, due Wed, Jun 22 DB first post with answers due Wed by 11:59pm; (2) peer responses due by Sun by 11:59pm
Week 7 June 27-Jul 1	Strategic Change Interventions (con't) and Special Applications of Organizational Development	Module #7, Chapters 20-23 Read Chapter 20; Quiz 20 Read Chapter 21; Quiz 21 Read Chapter 22; Quiz 22 Read Chapter 23; Quiz 23 Discussion Board #7, Case – P. R. Richardson Timber Products Corporation, pps. 750-763	Quiz 20, due Mon Jun 27 Quiz 21, due Tues, Jun 28 Quiz 22, due Wed, Jun 29 Quiz 23, due Thurs, Jun 30 DB first post with answers due Wed by 11:59pm; (2) peer responses due by Sun by 11:59 pm
Week 8 July 4-8		Module #8 Extra Credit Discussion Board #8, Describe what makes a successful change effort. Exam #2	Monday – HOLIDAY Extra Credit due 11:59pm Wed, July 6 th DB first post with answers due Wed by 11:59pm; (2) peer responses due by Sun by 11:59pm Exam #2 (Chapters 14-23) due July 8 by 11:59pm

Course Evaluation Methods

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

Discussion Posts, Quizzes, Exams

Grading Matrix:

Activities/Assignments	Max Points
Discussion Boards (8 Discussion Boards @15 points)	120 points
Quizzes (23 Quizzes @5 points each)	115 points
Exams (2 Exams (100 points each)	200 points
Reflection Paper (Extra Credit)	15 points
Total:	435 points

Grade Determination

At the end of the course,

- 391 points and above = A

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- 348 – 390 points = B
- 304 – 347 points = C

Final numeric scores will not be rounded. 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.

Description of Required Activities

Discussion Boards

Part of an effective class is the synergy created with in-class and online discussions. Your assignments require you participate in online discussions. Online discussions require you to post an Original Response to my questions(s) and Reply to the Original Responses or replies of your peers. As part of your course grade, you are required to post at least 8 original and 16 reply postings in the discussion forums in the Discussion Board section of each module.

Discussion posting are time-sensitive as indicated in the Course Schedule. Discussion forums are locked at the times indicated. No discussion credit will be given if you do not post in the time allotted. You will not receive partial credit. Please answer the questions; original post and two subsequent posts for each discussion board. There is no provision for making up a missed discussion board.

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.

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.

Quizzes

You will have 23 Blackboard Chapter Quizzes over the course term. No chapter quiz grades will be dropped. In each module, the quizzes are in the quiz folder and will available on the dates indicated 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 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 will 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 immediately, and I will fix it. There is typically nothing wrong if you submit the quiz properly.

Exams 1 and 2

These are online exams that contain multiple choice items testing your comprehension of and ability to integrate material from the textbook. You have 120 minutes to complete each exam.

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Reflection Paper (Extra Credit)

This assignment requires a self-assessment/retrospective describing how the course objectives have been achieved for you specifically. You will address the following questions:

- What have you learned in this course you believe will influence the way you practice organizational change and development in the future? (Assume that you will be an OD practitioner of some sort).
- What competencies do you need to develop further to be a more proficient OD practitioner? What will be your development strategy?

University Policies and Procedures

Students with Disabilities (ADA Compliance):

Chapter 7(7.004) Disability Accommodations for Students

The University of North Texas at Dallas makes reasonable academic accommodation for students with disabilities. Students seeking accommodations must first register with the Disability Services Office (DSO) to verify their eligibility. If a disability is verified, the DSO will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, DSO notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet/communicate with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information see the Disability Services Office website at <http://www.untDallas.edu/disability>. You may also contact them by phone at 972-338-1777; by email at UNTDdisability@untDallas.edu or at Building 2, room 204.

Blackboard Learn Accessibility Statement:

University of North Texas at Dallas is committed to ensuring its online and hybrid courses are usable by all students and faculty including those with disabilities. If you encounter any difficulties with technologies, please contact our ITSS Department. To better assist them, you would want to have the operating system, web browser and information on any assistive technology being used. Blackboard Learn course management system's accessibility statement is also provided: <http://www.blackboard.com/Platforms/Learn/Resources/Accessibility.aspx>

NOTE: Additional instructional technology tools, such as Turnitin, Respondus, Panopto, and publisher cartridge content (i.e. MyLab, Pearson, etc.) may NOT be fully ADA compliant. Please contact our Disability Office should you require additional assistance utilizing any of these tools.

Course Evaluation Policy:

Student's evaluations of teaching effectiveness is a requirement for all organized classes at UNT Dallas. 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 students' evaluations to be an important part of your participation in this class.

Assignment Policy: (According to the instructor's discretion while working in concert with the division/program's guidelines).

Exam Policy: (Online exams and the ability to retake is solely at the instructor's discretion). **NOTE:** Online exams may be proctored on campus per instructor's discretion.

Academic Integrity:

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Academic integrity is a hallmark of higher education. You are expected to abide by the University's code of Academic Integrity policy. Any person suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University's policies and procedures. Refer to the Student Code of Academic Integrity at http://www.untDallas.edu/sites/default/files/page_level2/pdf/policy/7.002%20Code%20of%20Academic_Integrity.pdf for complete provisions of this code.

Academic dishonesty includes, but is not limited to, cheating, plagiarizing, fabrication of information or citations, facilitating acts of dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students.

Web-based Plagiarism Detection: Please be aware in some online or hybrid courses, students may be required to submit written assignments to Turnitin, a web-based plagiarism detection service, or another method. If submitting to Turnitin, please remove your title page and other personal information.

Classroom Policies

Online Attendance and Participation:

The University attendance policy is in effect for this course. Class attendance in the Blackboard classroom and participation is expected because the class is designed as a shared learning experience, and because essential information not in the textbook will be discussed in the discussion board. Online presence and participation in all class discussions is essential to the integration of course material and your ability to demonstrate proficiency. .

Attendance for this online or hybrid course is considered when you are logged in and active in Blackboard, i.e., posting assignments, taking quizzes, or completing Discussion Boards. To maintain financial aid award eligibility, activity must occur before the census date of the session or term of the course. Refer to <http://www.untDallas.edu/registrar> for specific dates. If you are absent/not active in the course shell, it is YOUR responsibility to let the instructor know immediately, upon your return, the reason for your absence if it is to be excused. All instructors must follow university policy 7.005 covering excused absences; however, it is the instructor's discretion, as outlined in the course syllabus, of how unexcused absences may or may not count against successful completion of the course

Inclement Weather and Online Classes: Online classes may or may not be effected by campus closures due to inclement weather. Unless otherwise notified by your instructor via e-mail, online messaging, or online announcement, students should assume that assignments are due as scheduled.

Online "Netiquette:

In any social interaction, certain rules of etiquette are expected and contribute to more enjoyable and productive communication. Emails, Discussion Board messages and/or any other forms of written communication in the online environment should use proper "netiquette" (i.e., no writing in all caps (usually denotes yelling), no curse words, and no "flaming" messages (angry, personal attacks).

Racial, ethnic, or gender slurs will not be tolerated, nor will pornography of any kind.

Any violation of online netiquette may result in a loss of points or removal from the course and referral to the Dean of Students, including warnings and other sanctions in accordance with the University's policies and procedures. Refer to the Student Code of Student Rights Responsibilities and Conduct at <http://www.untDallas.edu/osa/policies>. Respect is a given principle in all online communication. Therefore, please be sure to proofread all of your written communication prior to submission.

Diversity/Tolerance Policy:

Students are encouraged to contribute their perspectives and insights to class discussions in the online environment. However, offensive & inappropriate language (swearing) and remarks offensive to others of particular

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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 Dean of Students as the instructor deems appropriate.

Technology Requirements: In order to successfully access the materials in an online or hybrid course, UNT Dallas advises that your computer be equipped with the minimum system requirements.

Blackboard Learn 9.1 is the platform software for this course. Blackboard Learn supports major web browsers such as Windows Internet Explorer, Apple Safari, Mozilla Firefox, and Google Chrome. However, since the latter two are updated continually, some recent versions may not be compatible. If you experience difficulty accessing or using components of the course, try using Internet Explorer. Also, no matter what browser you use, always enable pop-ups. For more information see:

- <http://www.untdallas.edu/dlit/ecampus/requirements>
- <https://blackboard.secure.force.com/publickbarticleview?id=kAB700000008Oom>
- https://learn.unt.edu/bbcswebdav/institution/BrowserCheck/check_full.html