



SYLLABUS – MGMT 5643: Organizational Development and Design

Date: Summer 2021

Professor: Dr. Burt Smith, CME, CQM, PCM

Time: Online

Home/office Phone: 405-748-5835

E – Mail: burt.smith@oc.edu (this is the best contact for me)

Office Hours: By Appointment (Please e-mail me ahead of time)

OC Mission Statement

Oklahoma Christian University is a higher learning community that transforms lives for Christian faith, scholarship, and service.

College of Business Mission

*Within a framework of excellence in **contemporary business education**, the College of Business Administration will build **a community of lifelong relationships** upon a foundation of **enduring Christian values**.*

Required Texts:

Organizational Theory, Design, and Change 7th Edition by Gareth Jones, Prentice Hall Pub. (978-0132729949)

Course Description: Organizational Development and Design is a course designed to improve the way that individuals, groups and organizations manage change. We will study the integrated theory and practice base, aimed at increasing the effectiveness and efficiency of organizations, learning that OD is not just change management. This course will explore the broad range of topics regarding OD, including the effects of change, the methods of organizational change, and the factors influencing the success of Organizational Development.

Technology Requirements

In order to complete the course assignments, students will need to have reliable, high-speed Internet access. All course information is posted on Blackboard and students are required to familiarize themselves with course requirements and communication posted on Blackboard. Lack of adequate technology does not constitute a valid reason for missing assignments or warrant any special consideration.

Contribution of Course to Overall Business Perspective: This course is designed to provide an integrated theory and practice base aimed at increasing the effectiveness and efficiency of organizations. It complements several of the core business courses.

SCRIPTURAL FOUNDATIONS FOR INSTRUCTIONAL PHILOSOPHY

Whatever you do, work at it with all your heart, as working for the Lord, not for men, since you know that you will receive an inheritance from the Lord as a reward. (Col. 3:23-24)

*For I know the **plans** I have for you," declares the LORD , "**plans** to **prosper** you and not to harm you, **plans** to give you hope and a future. ([Jeremiah 29:11](#))*

Do not let any unwholesome talk come out of your mouths, but only what is helpful for building others up according to their needs, that it may benefit those who listen. (Ephesians 4:29)

Aim for perfection... (2 Cor. 13:11b)

CHRISTIAN WORLDVIEW & TEACHING PHILOLOSPHY

Leadership involves being a good steward of the resources to which the leader is entrusted. As was demonstrated in the parable of the talents (Matthew 25:14-30), the one to whom talents are entrusted is expected to not only be a good steward of such resources, but to multiply them, to maximize them, for their greatest good. All of the resources of the organization are important, but few would argue that the most important of all is the human element, which is the prevue of real leadership. It has been said that one manages tasks and things, but leads people.

The effective leader's job is to make decisions that best accomplish the mission of the organization. Optimally, such achievement creates value for all stakeholders involved. creating those mutually beneficial relationships, which presents opportunities for those in leadership roles at all levels to serve a scriptural purpose. As Philippians 4:2 says "...Value others above yourselves, looking not only to your own interests but to the interests of others." Executed in a disciplined, ethical manner, leadership can, and should, be viewed as the creation and delivery of value for those it serves.

We are reminded in Thessalonians 3:13, "Never tire of doing what is right", and in the course we will see that such an approach is not only morally the right path to choose, but is ultimately "good business" as well.

Our study of leadership will deliberately offer the theoretical and practical insights to help students be better leaders, regardless of what role the student plays in the organization.

Course Objectives and Learner Outcomes:

Shown below are the course objectives. Shown in *italics* are the university learning outcomes to which each objective most closely relates.

Upon completion of the course participants will:

- (1) Demonstrate a basic understanding of the theory, practice, principles, concepts, and language of organizational development and design so they may have a working vocabulary of the subject to aid them with their career goals. (*Students will gain competency in the foundational areas of business*)
- (2) Demonstrate an understanding of techniques, strategies, models, methods, processes, complexities, paradoxes and conventions of practice used in introducing organization development activities and concepts into an organization and be ready to apply such tools when opportunities present themselves. (*Students will possess critical thinking, analytical and problem-solving skills*)
- (3) Illustrate their individual competence in the creation, execution and management of organization development applications so they will have the confidence to make sound, value-for-value, ethical decisions as they apply to organizational design and leadership. (*Students will understand the importance of ethics, values, morals and social responsibility and relate them to the Christian worldview*)
- (4) Have at their disposal an in-depth study of several organizations with effective design structures in place. Students will often be required to defend, their findings and thus be able to utilize that understanding in the customization of their own structural and leadership systems, And do so PROFITABLY! (*Students will possess critical thinking, analytical and problem-solving skills*), (*Students will develop professional and persuasive communication skills*)

Assignment Summary:

Journal Entries (5x20)	100 points
Reading Questions (5x20)	100 points
Article reviews	100 points
Cases/special projects/video questions	100 points
Miscellaneous assignments	100 points
Final Exam or project	100 points
Total Points	600

Assignment Due Dates

Unless otherwise noted, course work is due by 7p.m. on the date shown with each assignment. Please note these dates and plan your time accordingly. Specifics regarding the assignments will be shared on Blackboard as their due dates approach (you'll see a folder for each week), and the exact assignment order and content each week may vary slightly from what is shown in the syllabus. What appears on Blackboard takes precedence over what is shown in the syllabus, so please use that as your guide.

Format of Class

Though this class is presented through online delivery, the instructor is happy to meet personally with anyone who would like to, and at a time convenient to the student if necessary. Our goal is for you to get the most from this experience, and while the online format is customized to accomplish that goal, if your learning style benefits more from some personal interaction, we will do our best to accommodate you.

Respect For Fellow Students

The majority of our communication will take place electronically. As we all know, sometimes the lack of the face-to-face dimension when communicating sometimes creates misunderstandings. Please take a moment to double check any communication you send before you send it to evaluate whether the recipient might interpret it in such a way that could create unnecessary conflict. While we want to encourage debate, we also want to be sure we create a cyber-atmosphere that promotes the kind of human relations one would expect at a Christian University. These standards apply to any communication you send to or receive from your instructor, too!

Course Policies:

Work Ethic

Get ready to go to work! Seriously, the online format requires commitment and self-motivation on the part of the student. Plan on spending a significant amount of your time working on this class just as you would if you were attending class 3.5 hours per week x 7 weeks and managing the coursework. The instructor promises, however, that no assignment you are ever asked to do will not have relevance or value to you in your career goals.

Academic Integrity

Policies outlined in the MBA Handbook will be strictly enforced. Students are expected to work independently unless specifically told otherwise. Students are responsible for the integrity of the work they submit. Research-related assignments must be properly cited in order to avoid plagiarism. Any work submitted is subject to review via www.Turnitin.com, so students are encouraged to proof and police their work carefully.

Late Work

Sorry, but to be fair to everyone, late work will simply not be accepted in the vast majority of cases. However, exceptions may be made for a serious life occurrence such as an illness, a death in the family, etc. Students are welcome to share any concerns about missing a deadline, but should also expect the answer to be “no” if asking for a deadline extension. Should an exception be made for late work, only partial credit will be awarded. Deadlines are always expressed in Central Time unless otherwise noted.

Adjustments to Syllabus and Assignments

The instructor reserves the right to amend the syllabus and course requirements as necessary to meet the course objectives. Any adjustments/changes will be highlighted in Blackboard on the Announcements page, and Blackboard announcements take

precedence over all others. Please check Blackboard frequently to ensure you are up-to-date with class requirements.

Final Word Regarding the Class

The marketplace is seeking, and will reward, those who have the ability to make an impact on the organization and enhance its effectiveness. Helping you discover how to accomplish that is the chief guiding principle of this course. The instructor will do his best to provide you with the tools to help you deliver such value in your specific environment and asks in return your commitment, attention, and contributions to the class. If we work together we will all have a worthwhile learning experience. Your grade will reflect your contributions, just as your contributions in the marketplace will determine your career success.

Course Outline

Show below is an overview of the assignments for the course and their due dates. The type of assignment (article review, video, etc.) will likely remain the same, but the exact topic or parameters are not shared in order to accommodate current events or other learning opportunity. Exact assignment details will be shared each week under the “Assignments” page in Blackboard.

Students are also encouraged to check the Announcements page frequently for course philosophy, assignment hints, and other material that may prove useful during the course.

Many of the videos utilize YouTube and some issues with delivery, availability, timeliness or relevance to current affairs have presented themselves in the past, so the exact content and point allotment will be disclosed prior to its assignment.

Assignments will be made available in weekly folders/modules. Specific details of each week’s work will appear there along with their specific due dates. Assignments may be modified weekly to best accomplish the course objectives. Information presented on Blackboard will take precedence over assignments outlined in the syllabus, and some assignments and their due dates may be moved around from time to time to best address the learning objectives of the course.

Shown below is a cursory, tentative outline of the materials to be covered in each module. Though it may appear that there a good many assignments to be completed each week, each assignment is designed to be completed in a manner that accommodates the busy schedule of a graduate student who is working full time. Students who have completed the course have confirmed that they are manageable and find that several shorter assignments are preferable to a few larger ones or one large project that spans the entire 7 weeks.

Proctored Assignments

In accordance with our accreditation standards, at least one assignment will require the use of a proctor. We will be using Respondus Monitor, which is an online proctoring service that is part of Blackboard. The procedures are fairly straightforward but the main

things you will need to be aware of in advance are that you will need to have a computer with a working camera and a dependable Internet connection.

If there are special circumstances that require other arrangements for the proctored assignment, please communicate that to the professor ahead of time and we will work together to find you a solution.

Week One: Introduction to Organization Development

The focus of the first unit is on understanding what Organizational Design is and how you can profit from this knowledge. We will start out with a primer on and will discuss both the format and design of the course along with the instructor's philosophical approach and rationale. Chapter 1 of the text does a good job of setting the stage, too.

Required reading:

Textbook Chapters 1-3

Assignments:

- Journal entries over your interpretation, findings, or opinions of the assigned reading (anything from chapters 1-3, but please briefly address at least one topic from each chapter).
- Chapter Questions from Reading on Blackboard
- Check Blackboard for any additional assignments

Week Two: OD Lessons Past and Present

Part of our discussion of the philosophical nature of OD will involve a study of those structures and philosophies from years past. We will specifically use the managerial philosophy of Total Quality Management (TQM) as a point of discussion. The text involves modern-day issues such as the stakeholder concept and the global economy in which we all now operate.

Required reading:

Chapters 4-6

Assignments:

- Journal entries over your interpretation, findings, or opinions of the assigned reading (anything from chapters 4-6, but please briefly address at least one topic from each chapter).
- TQM 14 Points Responses
- CNBC case (or this may be moved later in the course)
- Chapter Questions from Reading on Blackboard
- See Blackboard for any additional assignments or modifications

Week Three: Systems and Their Power!

This section discusses the need for and power of the system. It complements the module on Systems Design and Intervention and demonstrates the transfer value of an integrated and replicable business system. Lessons for organizations of all category and size are included in the text under this section.

Required reading:

Textbook Chapters 7 and 9 (you may skip 8 if you like)

Articles relevant to this session may also appear on Blackboard

Assignments Due:

- Journal
- Chapter Questions in Blackboard under “Assignments”
- Article Review
- See Blackboard for any additional assignments or modifications

Week Four: Structures, Processes, and Culture!

The structure is the lyrics, but the culture is the MUSIC! The reading this week discusses the importance of culture and the difference it can make.

Required reading:

Textbook Chapters 10 and 11

Assignments due:

- Journal Entry
- Culture Assessment – Your organization, plus and minus
- Video on ECHO Boomers, your thoughts...
- Chapter Questions

Week Five: Execution and Implementation: Rubber Meets Road!

Change! One of the scariest words in the English language, and one of the things to which humans seem to have a natural resistance! The reading examines the dynamics and cautions relating to facilitating change, along with a discussion of how organizations evolve from birth to extinction.

Required reading:

Textbook Chapters 12, 13 and 14

Assignments Due:

- Journal entries
- Chapter Questions
- Case Study Article Review

Week Six: Making Decisions and The Entrepreneurial Mindset

Making decisions, thinking like an entrepreneur. Intrapreneurship: this could be the future, so you'll want to take the lead! There is also a section on power and politics, but since this is covered in another class you may forego that chapter if you like.

Required reading:

See Blackboard

Assignments:

- Chapter Questions
- The mindset of the entrepreneur article/discussion/activity

Week Seven: Conclusion (But NOT an Ending!)

This session wraps up our study of Organizational Design. The final exam will be discussed in detail in sessions prior to Week 7. The final will either be a field-based project, or will be derived from the text. The determination will be made based on the outcomes of the course up to this point and on what will deliver the most value for the class as we bring the course to a close.

Required reading:

- Article Review or Case Study
- Wrap-up, possible discussion

Assignments: Final Exam/Project

A WORD ABOUT ASSIGNMENTS...

In many cases, there truly are no completely right or wrong answers, just poorly or unprofessionally presented ones (inadequate analysis, lack of research, poor structure, failure to follow specified guidelines, spelling or grammatical errors, etc.). Poorly presented work will be costly and will often simply not be accepted. However, as long as you give me your best, MBA-caliber work, your grade will be equitable. You can make as good a grade as you are willing to work to earn.

OC Mission Statement

Oklahoma Christian University is a higher learning community that transforms lives for Christian faith, scholarship, and service.

Oklahoma Christian University Policy on Academic Honesty

Cheating

Cheating on an examination, assignment, roll sheet or other course related work or activities undermines the ethics of the academy and the specific Christian purposes of Oklahoma Christian University. Accordingly, students who cheat on examinations, assignments or other course related work or activities will face serious consequences, as outlined in this policy.

Plagiarism

One particular form of cheating is plagiarism. Plagiarism is the transmission of another's ideas, words, or materials as one's own and/or the failure to credit accurately the ideas, words, or materials of another. Plagiarism also includes passing off another's work (a friend, a parent, a website) as one's own. Plagiarism undermines the ethics of the academy and the specific Christian purposes of Oklahoma Christian University. Accordingly, students who engage in plagiarism in assignments submitted will face serious consequences, as outlined in this policy.

Penalties for Academic Dishonesty

1. On the first offense, the student will receive zero (0) credit for the examination or assignment. For forms of cheating or dishonesty other than on examinations or assignments, the Professor shall have the discretion to impose an appropriate penalty. Professors must send documentation of the first offense to the appropriate chair, the dean of the appropriate college, the Chief Academic Officer, and the Dean of Students.
2. On the second offense in the same course, the student will receive an F in the course. Professors must send documentation of the second offense to the appropriate chair, the dean of the appropriate college, the Chief Academic Officer, and the Dean of Students.
3. At either the first offense or second offense, the student may appeal using the process described in both the *OC Student Handbook* and the *OC Academic Policy Manual* covering Grade Appeals.
4. If the student commits offenses in two or more courses, the Academic Appeals Committee, described in the *OC Student Handbook* and in the *OC Academic Policy Manual*, may assign penalties for academic dishonesty in addition to the penalties assigned by the professors in the courses. The Academic Appeals Committee may impose penalties up to and including suspension from the University in instances where a student has engaged in cheating or plagiarism in two or more courses. The Academic Appeals Committee will inform the Chief Academic Officer and the Dean of Students in writing of any penalties imposed by it and will report annually on its activities to the University's Academic Affairs Committee.

5. Professors should maintain the highest standards of academic honesty both in and out of the classroom. Professors must report and apply the rules regarding cheating/plagiarism to the appropriate channels. The student should be referred to the Oklahoma Christian University Covenant for principles which should guide conduct in these matters.

Copyright/Fair Use notice

Course materials provided or made available to students in class, online or via email are the property of Oklahoma Christian University, the instructor and other copyright holders and are made available for the sole use of students enrolled in this class during the semester in which the student is enrolled. Students may keep one copy (print or digital) for personal use only and may not distribute the materials in any media format to any person without the express permission of the Oklahoma Christian University and the instructor. Original materials posted and authored by students may not be distributed under any circumstances.

Proctoring statement (only if proctored exams are used in this course)

Proctored Exams

For all exams in this course which are proctored and require students to identify a proctor, you MUST have your proctor identified and all proper forms turned in by the end of the second week of class.

Choosing a Proctor

Some proctoring services may require a testing fee. Any testing fees will be the responsibility of the student. Proctoring options could include:

- Testing facility at a University or Community College campus (e.g., UCO Testing Center)
- Sylvan Learning Center (or equivalent)
- Federal Government Agency

Who Cannot Be a Proctor

- Relative or spouse
- Co-worker, business associate or supervisor
- Friend or peer
- Coach
- Another Oklahoma Christian University student
 - OC students who are also employees of the university may proctor exams as part of their employment responsibilities with the exception that they may not proctor exams for classes in which they are currently enrolled.
 - OC employees who are also OC students must prioritize the integrity of the proctor process above all other considerations; any misconduct related to proctoring exams could be grounds for dismissal.

Exam Proctoring Expectations

- Proctors who do not fit the list of appropriate proctors will be refused.
- Proctors may expect payment for this service. Any costs involved are the student's responsibility.
- Discuss the number of exams and length of each with your proctor, as it requires a time commitment.
- Verify your proctor will be available for all of your exams. Your proctor must agree to return exams in a timely manner.

After Finding Your Proctor

- Have your proctor complete the Examination Proctor Agreement form.
- Submit your proctor form by the end of the second week of class.
- Confirmation will be sent to you and your proctor upon approval.

Sources of Help

Tutoring	Student Success 405.425.5923 www.oc.edu/academics/student-success/
Writing Lab	Writer's Block http://writersblock.oc.edu/
Research Help	Library 405.425.5312 Ask a Librarian (libanswers.oc.edu/) library.oc.edu
Information Technology	Support Central 405.425.5555 support.oc.edu/home
Blackboard Help	Link in Blackboard (usually on left side)
Calling & Career Office	Day Six (located directly below Admissions) Career counseling, strengths analysis, resume and portfolio building, interview mastery, network building, career search/ landing, and more. 405.425.5961 www.oc.edu/daysix

Americans with Disabilities Act

If you have a diagnosed disability and need special accommodations, please notify Ms. Katy Roybal (425-1876) before or immediately after your first scheduled class meeting. After your disability has been verified, your instructor will work with you, with Ms. Roybal, and with the Office of the Vice President of Academic Affairs to provide reasonable accommodations to ensure that you have a fair opportunity to perform in this course.

Sexual Misconduct Policy (Title IX)

Oklahoma Christian University is a Christian community unequivocally committed to ensuring a working and learning environment in which the dignity of every individual is respected and providing a campus environment that is free of unlawful discrimination,

which includes sexual harassment, sexual assault, or sexual misconduct. OC's Sexual Misconduct Policy (see the OC Student Handbook) is compliant with Title IX, which states, "No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance." Sexual harassment is a breach of community, which expresses disrespect, exploits and undermines relationships based on trusts, and interferes with learning and productive work.

Students are encouraged to immediately seek available assistance and report incidents of sexual misconduct as defined by the Sexual Misconduct Policy to the Title IX

Coordinator:

Title IX Coordinator

Mrs. Lisa Herndon
405.425.1820
lisa.herndon@oc.edu

Students have access to confidential services through OC's Counseling Center and the Spiritual Life office.

OC Counseling Center

405.425.5250

Spiritual Life

Jeff McMillon, Dean of Spiritual Life
Summer Lashley, Ethos Director

405.425.5919
405.425.5908