University of the Incarnate Word

COURSE OUTLINE

University of Incarnate Word, Universe Online-AdCap
Course: BMGT 4356: BMGT 4356 Fundamentals of Organizational Change and Development
Term: Summer II 2016
Instructor: Dr. Karla Duran   Contact information: kduran@uiwtx.edu

Overview of the Course
This course introduces the discipline of Organizational Development (O.D.), including definitions, values, ethics and O.D. as a normative process. Change theory and practice and the role of the change agent/O.D. professional are examined. Traditional O.D. interventions and current applications of O.D. thought are surveyed.

II.   Outcomes of the Course
1. Demonstrate knowledge of organizational behavior (OB) in business.
2. Demonstrate the ability to proficiently understand the relationship between quality and organizational effectiveness.
3. Demonstrate the ability to think critically and to communicate complex ideas about organizational behavior (OB).

III.   Assessments for EACH Outcome of the course
A.   Instructor designed weekly discussion questions and summaries.
B.   Applied knowledge based assignments-four short papers.

IV.   Course Texts/Supplies/Materials
A.   **Required: Organization Development: The Process of Leading Organizational Change. Author: Donald Anderson**

V.   Class Meeting Schedule/Matrix includes the topics, readings, and/or assignments

Week	Topic/Focus	Homework/Case/Research
1	Introduction Chapters 1 & 2	Course Syllabus / Course timetable / start weekly discussions (2). Introduction (1) Weekly discussions and summary (2)
2	Chapters 3 & 4	Weekly discussions and summary (4)
3	Chapters 5 & 6	Paper # 1 due (3) Weekly discussions and summary (4)
4	Chapters 7 & 8	Paper #2 due (3) Weekly discussions and summary (4)
5	Chapters 9 & 10	Weekly discussions and summary (4)
6	Chapters 11 &12	Paper # 3 due (3) Weekly discussions and summary (4)
7	Chapters 13 & 15	Weekly discussions and summary (4)
8	Review the textbook	Weekly discussions (4) and summary & Paper # 4 due (3)
8	All work due by 5 pm EST	Class closes at 5 P.M. CST

VI.   Grading Activities, Criteria and Guidelines

35% - Participation in Discussion & Weekly Summaries	93 - 100 . . . . . . A
	90 – 92 .. .. A
	86 - 89 . . . . B+
15% - Paper #1 "Management versus Leadership"	83 - 85 . . . . B
	80 - 82 . . . . B-
15% - Paper #2 "Creating a Shared Vision"	76 - 79 . . . . C+
	70 - 75 C
15% - Paper #3 "Spotlight on Culture"	67 - 69 . . . . D+
20% - Final Paper "Personal Position & Application Paper	63 - 66 . . . . D
	60 - 62 . . . . D-
TOTAL: 100 %	Below 59. . . . . . F

GRADING POLICY

Students will be graded on:
- Adherence to instructions
- Clarity and depth of written work
- Content accuracy and thoroughness
- Correct grammatical usage and spelling

CLASS ACTIVITIES: Discussion/Reading Reaction/Weekly Summaries   (35% of course)
Students will be provided discussion topics and must post individual answers to these discussion/application topics/questions during the week assigned for full credit. Students are also expected to respond to their classmate's discussion. With each answer, students should try to provide examples (personal or professional in nature) so that the instructor will know that students have the ability to use this material into real world settings. Student discussions will be evaluated based on quality, as well as how "present" they are on a weekly basis. (This means that short comments such as "me too" or "I agree" are not considered quality, in-depth discussion or participation). The discussion/ application questions set the direction for the class discussion of the topic throughout the week. Significant learning comes from the dialogue. ***DO NOT WAIT TO POST ALL YOUR ANSWERS UNTIL THE END OF THE WEEK!*** When you do this it doesn't allow others to respond to you and therefore you didn't fully "participate" in the week discussion, and you will not be given full credit for the week.

Reading Reaction –DUE BY TUESDAY OF EACH WEEK. You should post your initial **"reaction"** to the week's assigned reading (INCLUDING LECTURES). This does not mean you have to have all the reading completed; focus on what you have been able to read. There will be a special area for you to post these. These postings are your overall first impression of the reading material assigned for the week. Share any related experiences, thoughts or comments. What questions do you have? What did you find interesting? etc... This should be a **minimum of two paragraphs** (and minimum of five sentences per paragraph).

Weekly Summaries -DUE AT THE END OF EACH WEEK (by Saturday 11:59 P.M. CST) -Students will submit a weekly report (three **paragraphs minimum, and a minimum of five sentences per paragraph**) summarizing what they **learned** from the readings, discussion, and assigned activities. This is a time/place for students to **"reflect"** on their learning for the week and prove that there was learning that took place that week. What did you actually learn that is different than what your initial thoughts were when the week first started? This should be posted directly into the thread, no Word attachments.

15% Paper #1: "Management versus Leadership" (3-5 full pages; not including cover or works cited pages) – DUE AT THE END OF WEEK 3, by Sunday 11:59 P.M. CST Explain the difference between a Manager and a Leader.   Do you see them as one in the same? Why or Why not? Give an example of one of the greatest managers/leaders you have ever worked for or have been around and one of the greatest leaders you have worked with. What traits do you feel are most important for a leader? Why? What did they do differently? Cite at least two outside sources in addition to the text.

15% Paper #2: "Creating a Shared Vision" (3-5 full pages; not including cover or works cited pages) – DUE AT THE END OF WEEK 4, by Sunday 11:59 P.M. CST How does a company create a vision? How important is it to have a vision that everyone can follow? Explain the process around how companies create their vision. Give examples of visionary leaders or companies that operate with a high sense of vision. Cite at least 3 outside sources in addition to the text. Research successful companies and discuss best practices.

15% Paper #3: "Spotlight on Culture" (3-5 full pages; not including cover or works cited pages) – DUE AT THE END OF WEEK 6, by Sunday 11:59 P.M. CST Choose a company that you believe has a very strong culture. Research them on the Internet and determine why they have such a distinct corporate culture. It could be a company you currently work for or have worked for. How does this company's culture set it apart from the others? Give examples of what they do to develop and maintain a corporate culture. Cite all your references (4+).

All papers should be <u>no less than 3 written pages at a minimum</u>, not including cover sheet or references page. All APA formatted and cited. Double spaced and font no larger than 12 pt.

20% Final Paper 4: "Personal Position & Application Paper" (4-7 full pages; not including cover or works cited pages) – DUE WEDNESDAY, WEEK 8, by 11:59 P.M. CST
Students will submit a paper, which consists of two parts. PART I of this paper should include the student's personal definition of "Leading Change". Discuss why change management and development are critical in today's business world and the challenges companies face without recognizing the need for systematic change processes.

PART II of this paper should include personal conclusions regarding the utility of the ideas and knowledge that have been gained from the readings, writings and class discussions. In particular, set forth what you have learned about change and discuss how you might apply what you have learned. Conclude your paper with a personal plan of action.

The homework papers will be graded using the following rubric.

HOMEWORKS RUBRICS				
Criteria	**1** **Poor**	**2** **Fair**	**3** **Good**	**4** **Excellent**
CONTENT	- Content is incomplete. - Major points are not clear and /or persuasive. -Questions were not adequately answered. Terms were not used	- Content is not comprehensive or accurate. - Major points are addressed, but not well supported. - Terms are sometimes used	- Content is accurate. - Major points are stated. - Terms are properly used and cited.	- Content is comprehensive and accurate. - Major points are stated clearly and are well supported. - Terms are properly used and cited
CLARITY	Makes no effort	Lacks clarity	Unclear and Vague	Clear and specific
PUNCTUATION & SPELLING	- contains numerous grammatical, punctuation, and spelling errors. - Language uses conversational tone and/ or slang.	- contains few grammatical, punctuation and spelling errors. - Language lacks clarity	- Rules of grammar, usage, and punctuation are followed with minor errors. Spelling is correct.	- Rules of grammar, usage, and punctuation are followed; spelling is correct. - Language is clear and precise; sentences display consistently strong, varied structure.

Student Participation/Attendance Requirements
Students are required to participate by regularly posting several in-depth replies and questions relating to the subject matter for the week. Discussions will take place in the discussion area. Students will read, analyze, and respond to questions and comments posted by the instructor and fellow students.

For full participation points, students must regularly post in the MAIN DISCUSSION area and contribute meaningfully to it. Generally **as a guideline you should have a "presence" at least 2-3 days per week**. **Students also need to respond to any questions posted by me for full credit. You must also post a minimum of TWO additional messages each week to others in the class. Remember; respond to the discussion questions and, at minimum, two additional responses to other students within each discussion.**

Suggestions for Quality Participation -Broad claims and observations are good but they will be stronger by backing up what you say with your own work experience or citations. Demonstrate your understanding of course material from our text by commenting on it, questioning it, or applying the points raised to your own professional experience. Your participation grade will reflect 1) the strength and quality of responses and 2) your ability to apply course material to workplace examples. The quality of our class to a great extent will be determined by the level of activity and quality of our participation. This class is highly participatory. I do not use a strict lecture approach and you are responsible for taking accountability for your learning. Active class participation is an important part of the final grade since it contributes so powerfully to the learning experience. The discussions are a give and take conversation that occurs in an on-site class. When students comment on something that you have said, you may respond to them; get a dialog going that anyone can jump into. Consider sometimes ending your comment with a question to illicit further discussion from fellow students.

Deadlines
All assignments should be submitted by midnight (Central time) on the assigned due date. Assignments may be turned in early if a student will not be online for a particular day. **Late assignments without prior arrangements will not be accepted**. **If a student cannot stay in contact online, due to an emergency, contact me through e-mail or by phone.** Work or out of town emergencies are not an excuse for turning in work late. With prior notice, acceptance of a late assignment is based on the discretion of the instructor after a discussion with the student **prior to the due date**. If a computer hardware or software problem conflicts with meeting a deadline, assignments may be faxed or mailed (and postmarked) on the due date to avoid missing a deadline.

IMPORTANT NOTE: This syllabus is a guide, not a contract. It may be revised if it seems in the best interests of the class to do so. Students will be notified promptly of any revisions

Academic Honesty
Students are expected to submit all papers following the most current APA guidelines published by the American Psychological Association. When you are dependent on outside sources for material in your paper, you must include the appropriate reference and a reference page at the end of your paper. If you include a direct quotation from your source, you must put quotation marks around it within your paper. Each of the assignments and participation comments that are submitted by a student are expected to represent the student's original work. Homework assignments and discussion comments submitted to the online classroom are subject to the same standards of honesty as in the on-site class. Failure to reference sources is difficult to distinguish from plagiarism and therefore, will be regarded as a serious matter that may result in a failing grade for the assignment.

Academic Integrity Policy
University of the Incarnate Word is strongly committed to the nurturing of academic excellence. The University expects its students to pursue and maintain truth, honesty, and personal integrity in their academic work. Academic dishonesty, in any form, constitutes a serious threat to the freedoms which define an academic community. Any student who is proved to be found dishonest can be given 0 points for that assignment, failure of the course, or expulsion from the program. The following definitions and guidelines have therefore been established to secure the maintenance of academic integrity at Incarnate Word.

Forms of Academic Dishonesty include, but are not limited to:

- Cheating on tests, examinations, or other class or laboratory work.
- Plagiarism (appropriation of another's work and the unacknowledged incorporation of that work in one's own written work offered for credit).
- Counterfeit Work -including turning in as one' own, work which was created, researched, or produced by someone else.
- Falsification of Academic Records -knowingly and improperly changing grades on transcripts, grade sheets, electronic data sheets, class reports, projects, or other academically related documents.
- Unauthorized Reuse of Work -the turning in of the same work to more than one class without consent of the instructor involved constitutes academic dishonesty.
- Theft -unauthorized use or circulation of tests or answer sheets specifically prepared for a given course and as yet not used or publicly released by the instructor of a course, or theft of completed tests.
- Collusion -Involvement in Collusion -unauthorized collaboration with another to violate a provision of the Code of Academic Integrity.
- Facilitating Academic Dishonesty -intentionally or knowingly helping or attempting to help another to violate a provision of the Academic Integrity Policy of the University.

Disability Accommodations

The University of the Incarnate Word is committed to providing a supportive, challenging, diverse and integrated environment for all students. In accordance with Section 504 of the Rehabilitation Act – Subpart E and Title III of the Americans with Disabilities Act (ADA), the University ensures accessibility to its programs, services and activities for qualified students with documented disabilities. For more information, contact the Student Disability Services Office: Location Administration Building – Room 105, Phone (210) 829-3997, Fax (210) 829-6078.

IMPORTANT "DROP COURSE" INFORMATION:

It is the student's responsibility to drop their course within the 100% refund period to avoid assessment of tuition and fees. There will not be a university-initiated drop for non-participation. If you do not plan to attend, you must drop your courses by Friday at 5 p.m.(CST) of the first week of the term to be within the 100% refund period. You may do so by emailing your request to virtual@uiwtx.edu . A $50 administrative fee is applied for all drops from courses offered through the Virtual University. ARMY Students must drop their course(s) through GoArmyEd and the drop fee will be waived.