UNIVERSITY OF THE INCARNATE WORD
School of Professional Studies
Syllabus/Course Outline
ORDG 6351 – Foundations of Organizational Development

See Instructor Section of Blackboard Course for More Information

Mode of Delivery: Online

Required E-Book: See Blackboard

Course Description
This course will provide an overview of the discipline of Organizational Development (O.D.), the foundations and phases of OD practice, and in-depth exploration of organizational entry/contracting, diagnosis of problems, and feedback of diagnostic results and action-planning. The ethics and values of the O.D. professional and self-assessment will be an integrative theme and experience during the course.

Course Objectives
Upon successful completion of the course the student should have achieved the following objectives:

> ➢ Be able to apply human, and organization process approaches;
> ➢ Be able to apply techno-structural interventions;
> ➢ Be able to apply various human resources management interventions
> ➢ Be able to apply strategic interventions;
> ➢ Understand the role of leadership in intervening successfully in an organization;
> ➢ Have developed an understanding & appreciation of organizational/environmental factors such as culture, climate, communication and collaboration/teamwork;
> ➢ Have garnered a sense of strength and growth as a change agent; and the types/significance of organizational change/change theory
> ➢ Synthesize the information in the above points into the context of a specific case.

Method of Instruction
The student's achievement of the objectives will be assessed through class discussion/thread participation, the completion of several weekly online chapter reflections/discussion responses, engagement/completion of two (2) self-selected organizational case studies and a comprehensive final exam.

Organizational Intervention Case Studies (2) w/Drafts (50% of grade: Each first draft =10pts, Final Draft 15pts)

Each student will identify a particular professional organization, research and investigate its organizational operation, purpose, goals and strategic plan, leadership style, structure and size, norms and values, culture, climate and effectiveness using the theories, concepts, etc. covered in the course text, discussions, presentation notes, etc. Each student will develop an initial draft of their selected Case Study/Organizational Development, highlighting their approach, research and development strategies to be implemented, developing a hypothesis regarding their findings and ultimately their conclusion (Final Draft of Case Study.) Again, the focus of the effort should be on a proposed organizational development and assessment for the organization selected.

In addition, along with identifying an organizational development challenge/problem, the selected and a desired objective to enhance, you must ask and then attempt to answer some valuable questions. The questions should

concern some aspect of your own organizational development style (leadership), its "effectiveness" in the organization coupled with a plan on how you will attempt to enhance, both your own organizational development effectiveness, as well as that of the overall proposed organization. This portion of the Case Study should include a brief "assessment" of your own effectiveness, "style", productivity, etc. along with a goal plan for "change". Please be clear and concise, quality over quantity, matching "you" with the theories/constructs discussed/covered in the class/text/notes/discussion threads, and assignments.

A Comprehensive "Case Study-style" Final Exam (30% of grade)
The final exam will be comprehensive in nature and consist of three (3) Case Study/Essay format like questions, due on Friday October 16, 2020 at 5:00 pm CST. Late submissions (even with the instructor's approval,) will be penalized a letter grade, and a subsequent letter grade for each day it is late.

NOTE REGARDING PAPERS/EXAMS: **It is the student's responsibility to confirm that the student's papers/exams were received if sent to the instructor, (with preapproval by instructor,) via email as opposed to the required Course Blackboard Portal.**

Engagement/ Class Participation/Thread Questions & Discussion (20% of grade)
This class is highly participative and, by nature, accelerated. The class instruction/learning is attempted to be highly collaborative and experiential (reading and class discussion/electronic dialogues) rather than simply lecture like/reading only. As a result, the benefits of this type of instruction and interaction with your peers are available to you only if you are engaged in the discussion threads and participative. Please plan on being actively engaged each week. Class involvement includes two components – your participation in the individual and group discussions (student responses to weekly posted chapter questions (minimum of one response per each question;) along with responses to fellow class member responses to the questions posted; minimum of two responses to class member(s) post(s). In addition your performance on any/all additional projects assigned.

Grading Activities Criteria and Guidelines

Graduate Grading Scale

A	93 - 100	B-	80 - 82	F	69 and Below
A-	90 - 92	C	70 - 79		
B+	87-89				
B	83 - 86	There is no C- grade at UIW			

A and **A-** indicate a superior grasp of the subject matter of the course, initiative and originality in assessing problems and ability to relate knowledge to new situations.
B+ and **B** indicate satisfactory performance in control of the subject matter and ability to apply principles with intelligence.
B- and **C** indicate less than satisfactory performance and may disqualify the student for further study.
F indicates failure in the course or withdrawal without following proper procedures.

IP indicates that the student's achievement in the course has been satisfactory, but certain prescribed work is incomplete or the student was unable to take the final examination. A student needing an IP grade must complete an IP form and have that form entered into his or her file held by the Program Advisor. A student's registration will be blocked if she or he has six or more credit hours of graduate classes with a grade of IP. Upon satisfactory completion of requirements specified in the IP Completion Form, the student will receive the grade merited by the quality of his or her performance. It is the student's responsibility to complete all requirements for the removal of the IP grade within one year or sooner as specified by the instructor. If the IP grade is not removed within the time specified, the IP will be changed to a grade of "F." "W" indicates

withdrawal within the period specified in the semester calendar. "P" indicates satisfactory performance at "A," "A-," "B+" or "B" level. "Pass/Fail" grades are not applicable to any UIW graduate degree plan.

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. The following definitions and guidelines have therefore been established to secure the maintenance of academic integrity at Incarnate Word.

UIW Course Policies, Guidelines and Accommodations

This course complies with all UIW academic policies and federal guidelines, including but not limited to: academic integrity, disability accommodations, pregnancy accommodations, Title IX non-discrimination, and class absences for religious observances. Current policy statements will be provided to all students through the learning management system and in information provided on the first day of class. Hyperlink takes you to Blackboard, please click on UIW Course Policies, Guidelines and Accommodations tab.

IMPORTANT "DROP COURSE" INFORMATION

https://sps.uiw.edu/registration/course-drop/

The decision to drop a course can greatly impact a student's success in meeting their educational goals. Reaching out to an academic advisor will assist you in making the best decision for your enrollment. Advisors are available to meet with you in person at our Learning Centers, by phone and connect with you via email. If you are unsure of your assigned advisor, please login to your Degree Works audit tool within Cardinal Apps and click on the 'Advisor Name' listed within the 'Student View' section or you may contact us through our general student email at eapadvising@uiwtx.edu or by calling **210-702-2402** to be directed to your advisor. Students must communicate with their advisor to begin the drop process. Deadlines for drops are noted on the Registration page in the Drop/Withdrawal Policy.

Date	Assignment(s)
Week I	Course/Syllabus Introduction; Instructor & Student Introductions Chapter 1 – General Introduction to Organization Development Chapter 2 – The Nature of Planned Change Chapter 3 – The Organization Development Practitioner
Week 2	Chapter 4 – Entering and Contracting Chapter 5 – Diagnosing Chapter 6 – Collecting, Analyzing, and Feeding Back Diagnostic Information
Week 3	Chapter 7 – Designing Interventions Chapter 8 – Managing Change Chapter 9 – Evaluating and Institutionalizing Organization Development Interventions Case Study 1: Research & Analysis – First Draft Due: Sunday, 9 /13 at 11:59 pm (CST)
Week 4	Chapter 10 – Interpersonal and Group Process Approaches Chapter 11 – Organization Process Approaches) Chapter 12 – Restructuring Organizations Case Study 1: Research & Analysis – Final Draft Due: Sunday, 9/20 at 11:59 pm (CST)
Week 5	Chapter 13 – Employee Involvement Chapter 14 – Work Design Chapter 15 – Performance Management
Week 6	Chapter 16 – Talent Management Chapter 17 – Workforce Diversity and Wellness Chapter 18 – Transformational Change Case Study 2: Research & Analysis – First Draft Due: Sunday, 10/04 at 11:59 pm (CST)
Week 7	Chapter 19 – Continuous Change Chapter 20 – Transorganizational Change Chapter 21 – Organization Development for Economic, Ecological, and Social Outcomes Case Study 2: Research & Analysis – Final Draft Due: Sunday, 10/11 at 11:59 pm (CST)
Week 8	Chapter 22 – Organization Development in Nonindustrial Settings: Health Care, School Systems, the Public Sector, and Family-Owned Chapter 23 – Future Directions in Organization Development Final Exam – Essay/Case Study Approach – Due Friday, 10/16/20 at 5 PM (CST)