HRD 4331 – Workforce and Organizational Development (OD)
Online, Fall 2022

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          (pronounced **Sæn**-gək juː)   (*preferred contact method*)
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Office Hours: By appointment via email. Zoom meetings can be scheduled by request.

Required Textbook:
Cummings, T. G., & Worley, C. G. (2019). *Organization development and change* (11th ed.). Cengage learning.

- **Supplemental reference textbook**: Publication Manual of the American Psychological Association, 7th Edition, APA. ISBN: 978-1-4338-3215-4

Other Requirements: Reliable internet connection, Canvas access, and Microsoft Word

Learning Objectives: Upon completion of this course, students should be able to:
- discuss trends in workforce development
- define the principles and interventions of workforce and organization development
- define the employee engagement framework used by organization development practitioners
- gather and analyze data used for analysis in an organizational system and its influence on workforce performance improvement and other OD initiatives
- prepare written analyses of organizations, as presented in case studies, and document conclusions on which interventions should be applied and the methodology to be used in making these organizational changes

Course Structure:
This course is conducted entirely online using the Canvas platform. This course is designed using a weekly format to assist you in organizing your time and efforts. This is not a self-paced course and materials will be provided in a weekly format. Refer to the course schedule below and note the established assignment due dates, as the automatic reminders in Canvas may not be set. The class textbook, discussion boards, quizzes, and critique are used to trigger your understanding and assist you in applying the learned knowledge.

Graded Course Requirements:
Students will be evaluated by their substantive Canvas posts, quizzes, assignments, and exams. Quality, quantity, and timeliness will be assessed. Letter grades will be assigned based on the scale provided. Grades will not be rounded beyond that stated below. <u>Students are responsible for verifying that all electronic submissions are correctly uploaded. All scores will be based on what is submitted by the deadline.</u> The possible points for each assignment are as follows:

Grade Composition:

Weekly Activity (50%)	
Threaded Discussion	15%
Reading Outline + Reflection	15%
Weekly Quiz	20%
Workforce Trend Report (20%)	20%
Exams (30%)	
Midterm	15%
Final	15%
Course Total	**100%**

<u>**Weekly Activity (50% of grade):**</u> "Weekly Activity" is a critical part of the class. ***Regarding weekly activities, late submissions will be penalized by 10% for any full or partial day late*** If your assignment is turned in at 12:01 am, it is considered late!! Be sure to turn in all assigned work for grading by the deadline. Your "weekly activity" grade will consist of the following:

1. **Threaded Discussion** (15%): Students will be asked to provide their own thoughts related to the weekly discussion topics. Reply to **two or more Threaded Discussion topics** and replay to **at least one** classmate's posting (total: *three or more postings* per week) by **Friday 11:59pm**. This activity allows students to reflect each week's lessons and apply knowledge in textbook to real-world problems.

2. **Reading Outline + Reflection** (15%): Students will keep an outline with notes for each chapter of our textbook and weekly reading materials. The outline will include highlights of the chapter, your thoughts, and important points from the text. The weekly outline and reflection should be posted on Canvas in the form of bullet points or brief comments by **Sunday 11:59pm**. This weekly activity is essential that students facilitate discussions and course performance.
   Additionally, I encourage students to make a Word file recording your outline + reflection posts, which helps students prepare for quizzes and exams in this course.

3. **Weekly Quiz** (20%): Students' learning will be also assessed by quizzes. Weekly quizzes should be completed by **Sunday 11:59pm**. **Two attempts** at each weekly quiz, where you receive the highest grade of the attempts made. The quizzes are timed to enhance the academic experience and promote mastery of the material. Students must have a reliable internet connection as quizzes cannot be reset. Once you start the quiz you cannot stop; should you stop or exit the browser, your grade will be recorded accordingly.

Workforce Trend Report (WTR, 20% of grade): For this project, students will identify a workforce trend and develop an intervention to address the trend. Although the instructor will provide materials that illustrate the future of the workforce trends, students are encouraged to find the workforce trend that they are most interested in. Students are expected to develop the report with valid references to support their arguments in the trend report. There are some highlights:

- The manuscript should be written in a professional format.
- To reduce time pressures in completing the plan, there are two components:
  1) Component 1 (5%): Identify a workforce trend
  2) Component 2 (5%): Design workforce/OD intervention
  Final Paper + Reflection (10%): Based on the two components, students should develop a professional report explaining a workforce trend, a workforce/OD intervention, and expected outcomes as a final paper. The final paper should be developed by reflecting the instructor's comments on those two components. In the final paper, students should include *the brief reflection* on the trend activity.
  Disclaimer: The detailed grade composition is subject to change and you will be responsible for abiding by any such changes. Your instructor will notify you of any changes.
- ***Late submissions will be penalized by 10% for any full or partial day late.***
- The detailed guidelines will be provided on Canvas

Exams (30% of grade): There will be the Mid-term (20%) and Final (20%) exams. The exams will be in multiple choice and true/false formats. The instructor will select the chapters for the final. Your exams will be open book; however, they will be timed so it is important to prepare for them properly and in a timely manner. ***Late submissions will not be accepted***.

Grading scale: Students will be evaluated based on the grading scale below.

A	90% - 100%
B	80% - 89.9%
C	70% - 79.9%
D	60% - 69.9%
F	≤ 59.9%

Note: Final grades will not be rounded or adjusted based on proximity to these cut-points.

Grading Philosophy: I understand that the process of receiving grades can inhibit the learning process. I endeavor to create a safe learning environment. As part of that environment, you have several opportunities to maintain a high grade in the course, including:

- Two attempts at each chapter quiz, where you receive the highest grade of the attempts made.
- All quizzes and exams are open book. However, it will be timed so it is important to prepare for them properly and in a timely manner.
- Bonus opportunities throughout semester.
- Timely feedback on assignments.
- Course schedule in the Syllabus may be altered during the semester due to unforeseen circumstances.

Course outline/major topics studied:

Week	Dates	Topics/Assigned Readings	Readings	Note
1	8/22-8/26	Introduction	Syllabus + Ch. 1	Bonus Point Quiz
2	8/29-9/2	Workforce and Organizational Development?	Ch. 2 & 3	
3	9/5-9/9	*Trend search week: Identify Trend*	Ch. 21 + Required Readings (Canvas)	No Quiz
4	9/12-9/16	OD Process (1): Entering, Contracting, and Diagnosing	Ch. 4 & 5	
5	9/19-9/23	OD Process (2): Collecting, Analyzing, Feeding Back Diagnostic Information, and Designing Interventions	Ch. 6 & 7	
6	9/26-9/30	OD Process (3): Managing Change, Evaluating and Reinforcing Organization Development Interventions	Ch. 8 & 9	WTR (1) due
7	10/3-10/7	**Mid-term exam**		
8	10/10-10/14	Human Process intervention (1): Interpersonal and Group Process Approaches	Ch. 10	
9	10/17-10/21	Technostructural intervention (1): Employee Involvement	Ch. 12	
10	10/24-10/28	Technostructural intervention (2): Work Design	Ch. 13	
11	10/31-11/4	HR intervention (1): Talent Development	Ch. 15	
12	11/7-11/11	HR intervention (2): Workforce Diversity, Inclusion, and Wellness	Ch. 16	
13	11/14-11/18	*Trend search week: Design an Intervention*	Required Readings	WTR (2) due
14	11/21-11/25	Thanksgiving		
15	11/28-12/2	*Trend search week: Finalizing Trend Report*		Final WTR due
16	12/5-12/9	**Final Exam**		

Disclaimer: Course schedule is subject to change, and you will be responsible for abiding by any such changes. Your instructor will notify you of any changes.

University Policies and Information Highlights*:

Final Exam Policy

Final examinations are administered as scheduled. If unusual circumstances require that special arrangements be made for an individual student or class, the dean of the appropriate college, after consultation with the faculty member involved, may authorize an exception to the schedule. Faculty members are required to maintain student final examination papers for a minimum of three months following the examination date.

Academic Honesty and Academic Misconduct

The UT Tyler community comes together to pledge that "Honor and integrity will not allow me to lie, cheat, or steal, nor to accept the actions of those who do." Therefore, we enforce the Student Conduct and Discipline policy (Links to an external site.) in the Student Manual Of Operating Procedures (Section 8).

COVID Guidance

- **Information for Classrooms and Laboratories:** It is important to take the necessary precautions to ensure a healthy and successful year. UT Tyler continues to urge you to protect yourselves against the flu, COVID and any new threats that may be developing. Be diligent about preventive measures such as washing hands, covering sneezes/coughs, social distancing, and vaccinations, which have proven to be successful in slowing the spread of viruses. Encourage those who don't feel well to stay home, and if they show symptoms, ask them to get tested for the flu or COVID. Self-isolation is important to reduce exposure (CDC quarantine/isolation guidelines (Links to an external site.)).Please work with your faculty members to maintain coursework and please consult existing campus resources (Links to an external site.) for support.

*You can find the details of university policies in the following areas in the "University Policies and Information" page on the class Canvas site.
- Withdrawing from Class
- Incomplete Grade Policy
- Grade Appeal Policy:
- Disability/Accessibility Services
- Military Affiliated Students
- FERPA
- Absence for Official University Events or Activities
- Absence for Religious Holidays
- Campus Carry