



HRD 5352: Organization Development (OD)
Soules College of Business
Department of Human Resource Development
The University of Texas at Tyler

Spring 2025

Course Dates: January 13 – May 3, 2025

This course will be administered entirely via Canvas

Student access: <https://www.uttyler.edu/canvas>

Course Syllabus

Instructor: Dr. W. Sam Carrell

Contact: Scarrell@uttyler.edu (preferred contact)

- I do not have a local office or phone, so all appointments must be arranged via email.

Course Description:

This course is designed to provide students with different perspectives on Organization Development at the individual, group, and organizational levels of analysis. Theoretical models will be studied, along with practitioner examples of organizations utilizing organization development interventions.

Required Text:

- Cummings, T. G., & Worley, C. G. (2019). Organization development and change (11th ed.). Stamford, CT: Cengage Learning. ISBN: 978-1337618830
- Either paper or digital versions of the course text are OK
- The 10th Edition can also be used, though a crosswalk file will need to be referenced at several points (the crosswalk file is available on Canvas)

Supplemental Resources:

- Additional readings will be uploaded to Canvas.
- APA publication manual (7th ed). American Psychological Association. ISBN: 978-1433832178
- Purdue online writing library (Owl): <https://owl.purdue.edu/owl>
- The Robert R. Muntz Library HRD Research Guide: <https://libguides.uttyler.edu/hrd>

Course Objectives:

- Develop an appreciation for OD as a core area of HRD practice, and an understanding of the theories, philosophies, and historical background of the OD field.
- Review and reflect on theories, philosophies, models, and methods related to OD as a profession.
- Identify and review the roles of internal and external OD practitioners in organizational change processes.
- Gain knowledge and expertise in selected areas of OD as a result of course projects and activities.

- Explore OD applications in a collaborative group setting.
- Enhance individual research, writing, and critical thinking skills

Important Days:

- Class begins: January 13, 2025 (Monday)
- Census date: January 27, 2025 (Monday)
- Last Day to Withdraw: March 31, 2025 (Monday)
- Class ends: May 3, 2025 (Saturday)

Tips for Success:

- ***When in doubt about anything in the course, please simply ask the instructor.*** There is a Discussion board specifically dedicated to general questions, and Canvas messages are replied to promptly. ***The only wrong question is the one left unasked.***
 - Read the Course Schedule section for details on course reading schedules and due dates.
 - Review the Assignment Specifications document carefully.
 - Review Canvas frequently to check for Announcements, reminders, etc. Make it part of your routine.
 - Strongly consider using the Canvas and Outlook (with Patriot email loaded) apps on your phone and/or tablet for each of access.
 - Much like actual OD work, multiple assignments in this course will require you to function and communicate effectively as part of a team. Please invest time in selecting your team carefully, and in getting to know your teammates early on.
 - Discuss and agree upon what method(s) your group will utilize for communications early on and be sure all members are able to reliably utilize those method(s). Each group will have their own Discussion board within Canvas as a default option.
 - Have a back-up communication plan, such as alternative emails or cell/work/home phone numbers. Technology fails sometimes, and your primary method may go down at an inopportune time.
 - The Illiad service can grant you access to articles UT Tyler doesn't have regular access to. The team behind that feature are very efficient at hunting down resources quickly.
 - Remember that all group members are graded equally on the group assignments, so everyone on the team is responsible for the full content of the final product.
 - You will rate your peers' performance on all group projects, and they yours, as part of your grade.
 - Be cautious when copying text from a Google Doc or other software(s) into MS Word, as formatting and spacing may change unexpectedly.
 - Complete one final edit / double check of your papers and postings for formatting and basic errors before you submit the final versions for grading.
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Course Requirements and Participation:

Students are encouraged to contact the instructor regarding any special / extenuating circumstances that will temporarily prevent them from completing one or more assignments at all / in a timely manner. I understand that life happens, so please let me know if something comes up so that reasonable accommodations may be discussed and arranged, as appropriate.

- **Technology** – Each student must have access to the following, at a minimum: a reliable computer, stable internet access, a microphone (potentially via a cell phone), MS Word, PDF reader software.
- **Class Participation** – Participation in all class activities is required for the accomplishment of course objectives. Staying up to date by regularly checking Canvas announcements, Patriot email, and group discussion forums (or other agreed upon channels for group communications) are all considered part of your class participation.
- **Due Dates** – Unless otherwise specified, all assignments are due by 11:59PM CST on the date listed in the syllabus.
- **Late Assignments** – Some assignments may be submitted late, with penalties included. If there is a fractional grade due to a late submission penalty, it will be rounded *down*.
 - Quizzes cannot be completed late; once the due date has passed, all points are forfeited.
 - Any optional bonus assignments cannot be submitted late.
 - Late posts to the class discussions are penalized at flat values of 25 points for your initial posts, and 10 points for peer replies.
 - Peer Reviews cannot be submitted late. ***Students who fail to submit their peer reviews will receive a zero for that grade, regardless of how their peers rated them.***

Exceptions will be made as appropriate for accommodations related to religious holy days, military service, or other special circumstances that have been approved by the instructor.

- **Quizzes** – There will be a set of quizzes over the readings due at two points during the semester, covering the chapter(s) that were assigned for each half of the course. Each quiz will have a time limit that is not long enough to actively look up all answers to the questions as you go; reading the assigned chapters before beginning the quiz will be essential to your success.

All quizzes will be accessible beginning the first official day of the session, so working ahead on that portion of the course is permitted.

- **Discussions/Postings** – Students are expected to participate actively in all assigned discussions and/or postings. Please review the *Assignment Specifications* document under Modules for details of each.
- **Reading Assignments** – The reading load for this course is intensive, and students are expected to remain up to date on the assigned readings. Articles and other readings will be assigned in addition to the main course text.

- **Writing Assignments** – All written assignments in the course are expected to be completed at a level of quality appropriate for graduate-level coursework. Correct/appropriate spelling, word usage, and grammar are the *minimum* standard. Any errors that are automatically flagged by MS Word during grading will absolutely cost you points.
 - Use of the Oxford comma is expected.
 - Dedicate enough time to the writing of all papers and posts to craft your narratives carefully, then edit them thoroughly at least once before submitting.
 - All referenced materials, including tables adapted from the text, must be properly cited using APA 7th edition; refer to the APA manual or Owl website for examples. If you are unable to determine how to cite a source using those references, please ask the instructor for guidance.

Grading Breakdown:

Assignments are grouped into three categories, each of which is weighted as part of the final grade for the course as described in the table below. Your final grade will be determined based on your final grade percentage, as displayed in Canvas.

Category	Weight
Quizzes	25%
Discussions	25%
RTGM Reports	25%
Semester Case Project	25%

Your final grade will follow standard conventions: A = 90%+, B = 80-89%, C = 70-79%, etc.

Bonus Points:

Any bonus point opportunities made available within the course will be applied as noted in the announcement made at the time they are offered/awarded. Details of what categories a bonus opportunity applies to, and what percentages can be earned, will be part of any bonus point announcements

Assignment Details

All assignments are due by 11:59 pm (Central U.S.) on the indicated date unless otherwise noted.

- **Syllabus Quiz:** This quiz will cover key details of the syllabus to prepare students for the course. Each student must complete this assignment by the Census Date; it will be used to confirm attendance for Financial Aid purposes.
- **Chapter Quizzes** must be completed in one session, within the allotted time. Please read the assigned chapters thoroughly before beginning each quiz; you will have time to check the chapter briefly to jog your memory, but not enough to look up answers from scratch as you go.

These quizzes are due at two points in the course, with the first group due mid-term, and the second due at the end of the course. All quizzes open on the first day of the course and may be completed at your convenience. Aligning your quizzes with your readings is strongly encouraged, so that you are answering the questions while the materials are fresh in your mind.

- **Discussions/Postings:** Refer to the *Assignment Specifications* document under Modules in Canvas for details.

- **RTGMs / RTGM Reports:** Each group must schedule and conduct at least three Real-time Group Meetings throughout the semester; there are due-by dates for these, and groups should avoid leaving them until the last minute. Each RTGM will have a set of pre-defined discussion topics and must be at least one hour in length. Participation in all RTGMs is mandatory, and groups must provide a record of any members who did not attend, or who left early, and why.

There will be a template provided for each meeting's report, posted under Modules, which will include details on what materials/subjects are to be covered by the group. Note that these templates will not be available until after groups have been assigned.

- **Peer Reviews** must be completed by each student for all members of their group based on their contributions toward each group assignment. Students will receive their grades based on the average percentage their peers assign to them. Peer reviews will be included within the appropriate categories.

Failure to submit Peer Review forms for your teammates will result in you receiving a grade of zero on that assignment.

- **Semester Case Project:** Refer to the *Assignment Specifications* document under Modules in Canvas for details.

Course Schedule:

All assignments are due by 11:59:59PM CST on the indicated date.

Week Start (Monday)	Module	Readings / Assignments
Week 1 Jan. 13	Part 1: Intro to OD	Readings: All documents in the Syllabus and Supporting Documents module of Canvas Textbook: Chapter 1 Discussion: Introduction Posts – Due 1/19
Week 2 Jan. 20	Part 1: Planned Change; the OD Practitioner	Textbook: Chapters 2-3 Discussion: Ethics Case Response Post – Due 1/26 Team Selections
Week 3 Jan 27	Part 2: Entering & Contracting; Diagnosing	Textbook: Chapters 4-5 Syllabus Quiz - Due 1/27 Discussion: Ethics Case Peer Reply – Due 2/2 Group Selections - Due 2/1 (Saturday)
Week 4 Feb. 3	Part 2: Collecting, Analyzing, & Feeding Back; Designing Interventions.	Textbook: Read Chapters 6-7 Discussion: WDYT #1 Response – Due 2/09
Week 5 Feb. 10	Part 2: Managing Change; Evaluating & Reinforcing OD Interventions	Textbook: Read Chapters 8-9 RTGM Report #1 – Due 2/16
Week 6 Feb. 17	Part 3: Interpersonal & Group Process Approaches; Org. Process Approaches	Textbook: Read Chapters 10-11
Week 7 Feb. 24	Part 4: Employee Involvement; Work Design	Textbook: Read Chapter 12-13 Discussion: WDYT #2 Response – Due 2/23
Week 8 March 3	Part 5: Performance Management; Talent Development	Textbook: Read Chapter 14-15 Part 1-3 Quizzes – Due 3/09 RTGM Report #2 – Due 3/09
Week 9 March 10	Part 5: Workforce Diversity, Inclusion, & Wellness, Transformational Change	Textbook: Read Chapters 16-17 Discussion: WDYT #3 Response – Due 3/16
Week 10 March 17	Spring Break – No Assignments, take some time off!	
Week 11 March 24	Part 6: Continuous Change; Transorganizational Change	Textbook: Read Chapters 18-19 RTGM Report #3 – Due 3/30
Week 12 March 31	Final Project Preparations	Textbook: Case for final project Work on Semester Case Project with your team
Week 13 April 7	Final Project	Work on Semester Case Project with your team
Week 14 April 14	Final Project	Model and Analysis - Due 4/19 (Saturday) Intervention Proposal - Due 4/19 (Saturday)
Week 15 April 21	Final Project	Work on finalizing Intervention Plan
Finals Week April 28	Final Project	Final Case Intervention Plan – Due 5/3 Part 4-6 Quizzes - Due 5/1

University Policies and Information

Withdrawing from Class

Students may withdraw (drop) from this course using the Withdrawal Portal. Withdrawing (dropping) this course can impact your Financial Aid, Scholarships, Veteran Benefits, Exemptions, Waivers, International Student Status, housing, and degree progress. Please speak with your instructors, consider your options, speak with your advisor, and visit the One-Stop Service Center (STE 230) or email enroll@uttyler.edu to get a complete review of your student account and the possible impacts to withdrawing. We want you to make an informed decision. UT Tyler faculty and staff are here for you and often can provide additional support options or assistance. Make sure to carefully read the implications for withdrawing from a course and the instructions on using the Withdrawal portal.

Texas law prohibits students from dropping more than six courses during their entire undergraduate career*. The six courses dropped includes those from other 2-year or 4-year Texas public colleges and universities. Consider the impact withdrawing from this class has on your academic progress and other areas, such as financial implications. We encourage you to consult your advisor(s) and Enrollment Services for additional guidance. **CAUTION #1:** Withdrawing before census day does not mean you get a full refund. Please see the Tuition and Fee Refund Schedule. **CAUTION #2:** All international students must check with the Office of International Programs before withdrawing. All international students are required to enroll full-time for fall and spring terms. **CAUTION #3:** All UT Tyler Athletes must check with the Athletic Academic Coordinator before withdrawing from a course. **CAUTION #4:** All veterans or military-affiliated students should consult with the Military and Veterans Success Center.

* Students who began college for the first time before 2007 are exempt from this law.

Artificial Intelligence Statement

UT Tyler is committed to exploring and using artificial intelligence (AI) tools as appropriate for the discipline and task undertaken. We encourage discussing AI tools' ethical, societal, philosophical, and disciplinary implications. All uses of AI should be acknowledged as this aligns with our commitment to honor and integrity, as noted in UT Tyler's Honor Code. Faculty and students must not use protected information, data, or copyrighted materials when using any AI tool. Additionally, users should be aware that AI tools rely on predictive models to generate content that may appear correct but is sometimes shown to be incomplete, inaccurate, taken without attribution from other sources, and/or biased. Consequently, an AI tool should not be considered a substitute for traditional approaches to research. You are ultimately responsible for the quality and content of the information you submit. Misusing AI tools that violate the guidelines specified for this course is considered a breach of academic integrity. The student will be subject to disciplinary actions as outlined in UT Tyler's Academic Integrity Policy. *Refer to the About This Course section of the UT Tyler Syllabus Module for specific information on appropriate use of AI in your course(s).*

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 must maintain student final examination papers for a minimum of three months following the examination date.

Incomplete Grade Policy

If a student, because of extenuating circumstances, is unable to complete all of the requirements for a course by the end of the semester, then the instructor may recommend an Incomplete (I) for the course. The "I" may be assigned in place of a grade *only when all of the following conditions are met:* (a) the student has been making satisfactory progress in the course; (b) the student is unable to complete all coursework or final exam due to unusual circumstances that are beyond personal control and are acceptable to the instructor, and (c) the student

presents these reasons before the time that the final grade roster is due. The semester credit hours for an Incomplete will not be used to calculate the grade point average. The student and the instructor must submit an Incomplete Form detailing the work required and the time by which the work must be completed to their respective department chair or college dean for approval. The time limit established must not exceed one year. Should the student fail to meet all of the work for the course within the time limit, then the instructor may assign zeros to the unfinished work, compute the course average for the student, and assign the appropriate grade. If a grade has yet to be assigned within one year, then the Incomplete will be changed to an F, or NC. If the course was initially taken under the CR/NC grading basis, this may adversely affect the student's academic standing.

Grade Appeal Policy

Disputes regarding grades must be initiated within sixty (60) days from the date of receiving the final course grade by filing a Grade Appeal Form with the instructor who assigned the grade. A grade appeal should be used when the student thinks the final course grade awarded does not reflect the grades earned on assessments or follow the grading scale as documented in the syllabus. The student should provide the rationale for the grade appeal and attach supporting document about the grades earned. The form should be sent via email to the faculty member who assigned the grade. The faculty member reviews the rationale and supporting documentation and completes the instruction section of the form. The instructor should return the form to the student, even if a grade change is made at this level. If the student is not satisfied with the decision, the student may appeal in writing to the Chairman of the department from which the grade was issued. In situations where there is an allegation of capricious grading, discrimination, or unlawful actions, appeals may go beyond the Chairperson to the Dean or the Dean's designee of the college from which the grade was issued, with that decision being final. The Grade Appeal form is found in the [Registrar's Form Library](#).

NOTE: The Grade Appeal Form is different from the Application for Appeal form submitted to the Student Appeals Committee, which does not rule on grade disputes as described in this policy.

Disability/Accessibility Services

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA), the University of Texas at Tyler offers accommodations to students with learning, physical, and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or a history of modifications or accommodations in a previous educational environment, you are encouraged to visit <https://hood.accessiblelearning.com/UTTyler/> and fill out the New Student application. The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with the Assistant Director Student Accessibility and Resources/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at <https://www.uttyler.edu/disability-services>, the SAR office located in the Robert Muntz Library, LIB460, email saroffice@uttyler.edu, or call 903.566.7079."

Military Affiliated Students

UT Tyler honors the service and sacrifices of our military-affiliated students. If you are a student who is a veteran, on active duty, in the reserves or National Guard, or a military spouse or dependent, please stay in contact with your faculty member if any aspect of your present or prior service or family situation makes it difficult for you to fulfill the requirements of a course or creates disruption in your academic progress. It is important to make your faculty member aware of any complications as far in advance as possible. Your faculty member is willing to work with you and, if needed, put you in contact with university staff who are trained to assist you. The [Military and Veterans Success Center \(MVSC\)](#) has campus resources for military-affiliated students. The MVSC can be reached at MVSC@uttyler.edu or via phone at 903.565.5972.

Students on an F-1 Visa

To remain in compliance with Federal Regulations requirements you must do the following:

- Traditional face-to-face classes: Attend classes on the regular meeting days/times.
- Hybrid Classes: Attend all face-to-face classes convened by the instructor according to the schedule set for your specific course.
- Online course: Only one online course can count toward your full-time enrollment. Students are expected to be fully engaged and meet all requirements for the online course.

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 in the Student Manual Of Operating Procedures (Section 8).

FERPA

UT Tyler follows the Family Educational Rights and Privacy Act (FERPA) as noted in University Policy 5.2.3. The course instructor will follow all requirements to protect your confidential information.

Absence for Official University Events or Activities

This course follows the practices related to Excused Absences for University Events or Activities as noted in the Catalog.

Absence for Religious Holidays

This course follows the practices related to Excused Absences for Religious Holy Days as noted in the Catalog.

Absence for Pregnant Students

This course follows the requirements of Texas Laws SB 412, SB 459, SB 597/HB 1361 to meet the needs of pregnant and parenting students. Part of the supports afforded pregnant students includes excused absences. Faculty who are informed by a student of needing this support should make a referral to the Parenting Student Liaison.

NOTE: Students must work with the Parenting Student Liaison in order to receive these supports. Students should reach out to the Parenting Student Liaison at parents@uttyler.edu and also complete the Pregnant and Parenting Self-Reporting Form.

Campus Carry

We respect the right and privacy of students who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <http://www.uttyler.edu/about/campus-carry/index.php>.

Disclaimer:

Information and due dates outlined in this syllabus may be subject to change. Any changes will be communicated by the instructor via a Canvas announcement and emailed to all class members.