

**MGT 594 Transforming Organizations
Summer II 2015**

Section 50136 –MGT 594 – 01W

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Lloyd Basham

Hello, my name is Lloyd and welcome to Management 594, Transforming Organizations with Texas A & M University-Commerce. I am looking forward to being your instructor in the future five weeks. There is no doubt that after the conclusion of this course we will look back upon this period as being a personally enhancing experience for each of us. My challenge to you, as a mental preparation for this class, is to give thought to "significance" and its meaning to you and its application to the forthcoming material in Management 594. It is my objective to make a difference in your educational experience and likewise I hope to make a lasting impression on you as I am sure that you will with me. Let us begin the journey!

Special Note on the Class Schedule:

Please note the term is scheduled to run from July 13 to August 13th 2015. Each week will begin on Monday and conclude at 11:59pm on Sunday evening except the last (fifth) week which concludes the week as well as the end of the course with the submittal of the Organizational Development Plan on Thursday, August the 13 at 11:59pm.

Course Description:

This course examines issues related to organizational redesign and specifically to change process used by the organizations to respond to changes in internal and/or external environments. Also included are the sources of change, change strategies, and the impact of change on organizations. Use of case analysis is incorporated into the course to provide an opportunity to apply the concepts and issues to the studies.

Learning Objectives and Measurements

	Objectives	Measurements (Outcome Assessments)
	After successfully completing this course, students will:	Objectives will be measured as follows:
1	Understand organizational development and other theories, concepts, tools, and methodologies that can be used to transform organizations.	Results of exam and Organizational Development Plan /case analyses, including results of studying an organization that needs to be transformed.
2	Understand and be able to apply behavioral, systems, process, and strategic concepts and theories to transform organizations and positively impact their efficiency, effectiveness, and long term viability and success.	Student-written, organization-wide organizational development plan which demonstrates knowledge of OD theories, concepts, and tools.
3	Be able to analyze an organization, assess its need for transformation, and suggest viable improvements based on OD and other theories and tools.	Student-written case analysis and Organizational Development Plan
4	Understand and be able to use intervention concepts and tools.	Documentation of interventions & results.

Software to use during the course: As you sign on into eCollege for MGT 594 please immediately go to the **Student tutorial** so that you may become familiar with this online resource.

Requirements of course: All communication, instructions, assignments, exams, feedback, etc. will utilize eCollege and each students leo email address assigned by the university. An individual's personal email address will NOT be utilized for communication, instructions, assignments, exams, feedback, and activity in this course and class.

For instance if you post a question regarding the course and its assignments and requirements to my email address instead of posting to the Virtual Office; will cut and paste the email question in the Virtual Office and respond to the question there. The reason is that if you have the question more than likely others do as well and the answer will be shared with the complete class.

Due Dates and Late Assignments

All assignments and papers are due on the assignment day and must be turned in to the respected week's assignment dropbox by 11:59pm on the date as designated in each Week's assignment instructions. Assignments are late if not submitted on the due date and designated time. No exceptions or extensions are given for the scheduled due dates regardless of reasons (including personal, illness, medical emergencies, computer hardware, software, connectivity issues, vacation, moving, etc, so plan and organize accordingly). If not submitted on time or prior to or on the due date they will not be graded and accordingly zero points will be assigned to that assignment. .

Turning in assignments during the course:

Unless instructed to do so later in the term, assignments must be turned into the instructor using eCollege in the respective dropbox. When you submit your assignment in the dropbox, eCollege will give you a notification of successful completion. eCollege will reflect the date and time of your submittal. You can check whether your submission is available for my viewing by clicking on the dropbox; then go to the student frame and enter your name and you will see the same date and time of your submission that I see. This eliminates the need to inquire of me “did you receive the posting of my assignment.

“All assignments should follow the formatting instructions presented below. When providing feedback on assignments and reporting grades, the instructor usually reports grades on a feedback scorecard one week following their submittals. This week period is needed to provide the instructor an adequate amount of time to read thoroughly each assignment submission. Each assignment will have minimum full text page requirement (from top to bottom margin of the page) which is explained and expanded on with the assignment’s rubric which is in the Document sharing files.

Instructor does not utilize the grade book in eCollege but instead a scorecard form that allows detail feedback – an example of which will be provided in the first day of class as it will have your organization’s name for which you will have to prepare an Organizational Development Plan. The instructor uses the email address that is reported and assigned in the University system referred to as MyLeo.

Style and format for assignments:

Students are expected to write skillfully and professionally in the workplace. Accordingly, the instructor intends to hold **students accountable for the quality of the written work they turn in.** Use the following guidelines for all assignments that will be turned in to the instructor during the course. Points will be taken off for not following the format requirements. The papers must be:

Typed (word processed)

Margins: one inch on the top, bottom, and both right and left sides

Spacing: double-space

Font: Times New Roman 12-font

Page size = letter; Use a standard 8-1/2 by 11 inch paper format

APA 6th Edition Format (Any Web site will provide examples, particularly the references page)

Use headings to identify the parts of the assignment

APA was or will also be the format that/ will be required in your Research 595 course. So this will give you a “jump start” for preparation in submitting assignments in future courses if you have not taking 595.

Course Policy for Drops and Incomplete Grades:

Students often believe that Internet courses are independent study courses and that they can work at their own pace throughout the course. Although the schedule will provide some flexibility and does not require physical class attendance (or commuting to and from class), student discipline to meet due dates for course assignments and the Organization Development Plan are required.

[As a reminder, this course is on a compressed schedule of less than five full weeks so plan your dedication and commitment to this course accordingly]. Student should plan to spend 7-8 hours a week to ensure successful reading, research and writing requirements. Student discipline to meet due dates for course assignments and the Organization Development Plan are required.

Incomplete (I and X) grades will not be assigned in this course.

This is graduate level study and research so there is no such thing as make-up, redoing, or resubmitting an assignment or additional credit work, please do not request such. As a member of the labor force either currently and/or in the very near future one will be faced with constant change and transformation in the employment world and one is expected to meet the requirements of their job description on scheduled due dates thereby the same expectation and standards are applicable to all work in this course.

Academic Honesty

Academic honesty is highly valued at the Texas A & M University – Commerce. You must always submit work that represents your original words or ideas. If any words or ideas used in a class posting or assignment submission do not represent your original words or ideas, you must cite all relevant sources and make clear the extent to which such sources were used. Words or ideas that require citation include, but are not limited to, all hard copy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. Please see the Texas A & M University – Commerce Graduate Catalog for more information about academic honesty, including consequences of academic dishonesty.

Turnitin tool:

All assignments, Cases, and Organizational Development Plan will be reviewed by the research tool Turnitin. Instructor's cut-off acceptance is less than 25%. If your submittal reflects a Turnitin percentage higher than 25%, then the assignment will be **viewed and graded as a plagiarism submittal and assigned zero points.**

Accordingly you should avoid any cut and paste and write your assignment in your own words. Avoid multiple words and continual words within a phrase, sentence, or paragraph from reference sources which will activate the Turnitin indicator of use of other authors or sources of copyrighted work. Also, avoid cut and paste from previous course assignments as this will also increase your turnitin percentage. To review your work and the percentage calculation, post your submittal earlier than the cut-off date and time. It will reflect the percentage. Therefore, if you have a high percentage you can rework and replace sentences, etc. into your own words. Then, post your

assignment again prior to the cut-off date and time. Instructor will grade the last posted submittal prior to the cut-off day and time. Any submittal posted after the cut-off date and time will not be graded. If the late submittal is the only submittal then accordingly it will be assigned zero points. Thus, submit early instead of waiting until the “last minute.”

Course Text:

Students will need the below texts for this class. Because this course provides a comprehensive and practical introduction to management and change it necessitates the texts. Earlier editions of these texts are not acceptable substitutes for the below as their organization and coverage of issues, topics, and cases have changed.

Management Text selection:

Course Text: Cummings, Thomas G. and Worley, Christopher G. (2005) Organization Development and Change. Ninth Edition. United States: Thomson Learning (South-Western), ISBN 0-324-42138-9.

Additionally, if you are not familiar with APA style of writing, you will need the following text. (Many undergraduates have never been exposed to APA).

Text 2. Publication Manual of the American Psychological Association: Sixth Edition (Commonly referred to as the APA Manual, 6th Edition). It can be found online as well as in any book store and the University book store.

APA writing style is the standardized writing format for all written assignments for Graduate work for any graduate institution of higher learning that is offering both a value and quality program. Accordingly this style (APA) is required for ALL written assignments for this course. In addition, the style will be required for all additional graduate courses; specifically the Research 595.

In summary, you will need the two above texts for the course.

Recommended Readings:

You must read the mainstream press (Economist, Wall Street Journal, Forbes, Fortune, and Financial Times) to stay current with organizational change news. You should also listen to business news and informational shows on the radio television and Internet to deduct and observe the drama being played out on the stage of global economy and the continuing transformation that is taking place.

It is expected to see the above sources, both in the reference pages as well as citations throughout the assignment submissions. In effect, use these research sources.

Point Values for the Course Assignments:

ASSIGNMENTS	Due	Points
Individual		
Case 1 Analysis	Week One	15
Case 2 Analysis	Week Two	15
Case 3 Analysis	Week Three	15
Case 4 Analysis	Week Four	15
Participation (Discussion questions(2.0) points a Week)	Week One, Two, Three, Four and Five	10
Organizational Development Plan		
	Week Five	30
Total		100

The instructor does not “grade on the curve.” The instructor does not recognize the sometime expectations of students that grades and/or a certain grade are an entitlement. Instead, the instructor’s philosophy is a student’s grade is based on his/her performance.

How points and percentages equate to grades

89.5-100	A
79.5-89.4	B
69.5-79.4	C
59.5-69.4	D
<59.4	F

Lessons:

The course material will be organized around week lessons. Some lessons may be slightly more heavily weighted in the grading than others. Each week lesson will include reading assignments, and a written assignment.

The written assignment will relate to the concepts in the lesson, case analysis and possibly some personal applications of the concepts, and/or a contemporary or controversial project associated with the lesson. **A page limit will be strictly enforced for the written lessons.** If the assignment calls for a minimum of 10 pages of text it means exactly that - 10 **FULL text pages of content; not 8, 9 or 9 and ½.** The page length provided should be more than adequate to do well on the written assignment.

Discussion (Weekly):

Given the pace of this class, “attendance” in the eCollege course is very important. In addition, I expect significant discussion during class with the weekly discussion questions. I expect to receive relevant input from the posted discussion questions and it should pertain to the subject matter. Do not want “threading” and/or “coat-tailing” on another student’s thought with comments. The Student Lounge is available for your interaction with peers. Your response could be based on the materials you have read, experiences you may have had, and just simply – curiosity but your response should be your independent thought supported with practical logic accompanied with citation. Please see Document sharing files on Example of Discussion posting as well as Rubric on Discussion Question. . All discussion questions are due by 11:59pm on Sunday at the conclusion of the respective Week being covered.

CASES: (Use OD theories to substantiate your answers to the questions at end of each case)

Each student will be required to submit **a minimum 5 FULL page** double-spaced type-written case analysis (TEXT only) on Cases 1-4. To guide you in your case analysis, be sure to read the appropriate chapters. Submit your answers to the suggested questions found at the end of each case. Case assignment turn-in for Cases 1, 2, 3 and 4 are on the week applicable Sunday at the end of that week before 11:59PM Please review Rubric Case and Example of a Case in the Document Sharing files for standards and requirements of assignment.

ORGANIZATIONAL DEVELOPMENT PLAN: Organization that Needs Transforming. Organization assigned by the instructor. The organization will be assigned (different one for each student) on July the 13th, (first day of class) utilizing a drawing process. The drawing process will be as follows: Numbers equal to the number of the students enrolled in the class will be extracted from a “hat” by the Administrative Assistant for the Department of Management. After the recording of the number, the Administrative Assistant for the Department will then extract an organization from other “hat.” This organization selected will be assigned to the number previously drawn. And the process will continue until all numbers from the “number hat’ has been drawn and an organization has been recorded for each number drawn. Then the instructor will take the number on the student roster and the number which the student has on the student roster will be the corresponding number which has been drawn and accordingly been given the organization which has been drawn for that number. An email with the student’s individual scorecard as an attachment will be sent to the student’s university email on July the 13th. The organization assigned will be listed next to the Organizational Development Plan line item within the scorecard. The paper must use APA style and have a minimum of 10 pages (full page text from top to bottom margin – these pages are in addition to the Cover page, Table of Contents page, Abstract page, Reference page and Appendix page) with a minimum of 8 references in the reference page. Please see Organization Development Plan rubric requirements in the document sharing files.

The OD Plan is for an organization that needs to be transformed. The paper must use APA style. The paper should be a minimum of 10 pages with a minimum of 8 references in the reference page. You will find the information needed for completion of this assignment from research in database resources as well as published articles in business periodicals.

It would be very informative as well as most applicable to interact as an internal or external consultant with members of the organization’s leadership team. These “interviews” can be conducted with a brief online survey and/or telephone discussion. For a fast look at a few models, etc., see Pages 48-52; 63; 90 and 93; 97; 108; 122; 124-125; 131; 135; 140-148; 155-162; 164; 175; 179; 190-196; 199; 202-207; 221-229 235-236; 256; 260; 265-267; 271; 307; 312; 316-331; 335; 353; 360; 368; 378-400; 421; 429; 435; 439; 443; 456-460; 474-478; 495; 498-502; 510; 515-516; 520; 537; 546; 552; 564-568; 575; 617; 620;627-628; 677-

686; 694; and 697.

The Organization Development Plan is due on Thursday, August 13th prior to 11:59pm.

Tentative Schedule

The closing time for all Weeks or Assignments submittal is 11:59 pm on the day/date scheduled.

Lesson	Opening day/date		Closing day/date	
Week One	M	July 13	Sun	July 19
Week Two	M	July 20	Sun	July 26
Week Three	M	July 27	Sun	August 2
Week Four	M	August 3	Sun	August 9
Week Five	M	August 10	Thur	August 13

Other Due Dates

Case I	Sun	July 19
Case II	Sun	July 26
Case III	Sun	August 2
Case IV	Sun	August 9
Organization Development Plan	Thur	August 13 th

Lesson Topics: The chapters listed below are from the texts for the course. Students should remember that we are covering the material by topics as well as by chapter numbers

Table I – Schedule of Assignment – Early Submission of Assignments Is Encouraged

Date	Text Chapters- -		Assignments Due
Start work now.	Read at least as fast as the schedule shows.	Read applications in each chapter.	Case Analyses from Book – (For cases, submit minimum of 5 pages double spaced. Answer questions.) Please review Rubric Case in the Document Sharing files for requirements, standards and expectations in submittals.
Week 1 7/13 – 7/19	Chapters 1, 2, 3 4, 5, 6, & 7	Part I Part II	Case 1.

Week 2 7/20 - 7/26	Chapters 8, 9, 10, & 11 Chapter 12, 13, 14, 15, and 16.	Part II continued Part III & IV	Case 2.
Week 3 7/27 - 8/2	Chapter 17, 18 & 19 20, 21 and 22 Chapter 23, 24 and 25	Part V Part VI Part VII	Case 3
Week 4 8/3 - 8/9			Case 4
Week 5 8/10 - 8/13			Organizational Development Plan Reference page and Appendix is Mandatory.

Dr. Lloyd M. Basham

Instructor Bio

My practical experiences are as an early corporate America executive retiree with 30 years of corporate background. These associations were with Fortune 200 firms in the Computer/Telecommunications - Motorola and Nortel - and Security/Risk and Financial Services -The Pittston Company- industries in various executive positions both in financial and operational capacities. Presently I am founder/President of a consulting firm LMB LLC. The practice offers financial and management services for organizations experiencing change and need assistance with process changes, structural development, and strategic direction as well as assisting start-up ventures with the development of business plans. Recent clients include a Fortune 400 firm with a Lean Sigma initiative project as well as merger and acquisition endeavor and a NASDAQ firm with a business development (marketing strategy) project. The firm's offerings to higher education include: graduate course development and faculty instruction in graduate business courses with accredited institutions of higher learning; affiliation with Texas A & M University-Commerce as

Executive Director of President's Cabinet, Chairman of Foundation Board, Advisory Board member for the College of Business and Entrepreneurship and drafter/developer of a co-education agreement between TAMU-Commerce and China University Geosciences Beijing China (CUGB). Have lectured in Beijing, China on the benefits/practices of doing business with an American firm. Assisted Chinese venture firm in the development of a business plan and obtainment of a loan to provide products/services during the 2008 Olympics. Obtained an Ed D in Supervision, Curriculum, and Instruction in Higher Education which was confirmed in May 2010 from Texas A & M University-Commerce. Dissertation was entitled Transformation or Transactional Leadership in University Presidents. Graduated from East Texas State University with a BBA in Accounting and MBA in Marketing/Management. In addition, I have a MA in International Management from the University of Texas at Dallas. My instructing experiences began as a graduate teaching assistantship while pursuing my MBA. The courses were in Introductory Accounting I and II. Post graduation, while an officer in the USAF, taught Immediate Accounting courses at night. Received initial online instructional experience as a member of the faculty for the University of Phoenix in 2002 with approval and experience in teaching online graduate courses in Organization Leadership and Change Management, Marketing Management and Management. Also approved and experienced in teaching on premise undergraduate courses in Critical Thinking and Decision Making and Marketing. In addition have taught, since 2002, on premises undergraduate and online graduate classes as a Professor at Texas A & M University-Commerce. Currently Department Head, Assistant Professor for the Department of Marketing and Management in the College of Business and Entrepreneurship. These classes have been in Entrepreneur Strategy, Strategy Management, Operations Management, Introduction to Business Finance, Marketing, and Distribution Management for Global Markets, Transforming Organizations, Managing on the Edge, Executive Development, Marketing Management, Marketing Environment and Operations and Organizations. Developer of EMBA 535-Executive Decision Making and EMBA 555, Executive Coaching and first instructor to instruct original co-hort group with these particular courses. In the Fall 2011 instructed Marketing Management at the International Institute for Higher Education in Morocco.

