MGT 594.01 W - Transforming Organizations
Fall 2015

Instructor: Dr. Leslie Toombs
Office: BA 309
Office phone: 903.886.5695
Office fax: 903.886.5702
E-mail: leslie.toombs@tamuc.edu
Office Hours: 10-12 a.m. Wednesday; others by appointment only; will schedule a virtual chat upon request
Classroom: Virtual
Meeting Time: Virtual
Note: All times and deadlines for this course are listed as Central Standard Time (CST) Zone (Commerce, TX)

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 After successfully completing this course, students will:	Measurements (Outcome Assessments) 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/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
4	Understand and be able to use intervention concepts and tools.	Documentation of interventions & results.

Course Text (Required):
"Organizational Theory, Design, and Change", Gareth R. Jones, 7th Edition, 2013, Pearson.
ISBN: 10:0-13-272994-6

Academic Honesty Policy:
Academic Honesty is the foundation of the university community. Cheating, plagiarism, or other acts of academic dishonesty compromise the integrity of the academic process and community and are subject to disciplinary action. For this class, plagiarism will result in automatic failure (final course grade of F).

An academic honesty policy has been posted under the Doc Sharing tab in your course. You should read this document, initial it, and submit it to me via the corresponding Dropbox.

Comments on Academic Honesty
There seems to be a belief among many that anything found on the Internet is free to use as one wishes. The "cut and paste" option also makes it quite tempting. However, information on the web must be properly cited just as you would any "hard copy" periodicals or books. Keep the following in mind:
1. It is generally not advisable to quote anything verbatim in a paper unless there is an overriding reason to do so, such as the use of a particular phrase or sentence that illustrates a point well and should not be changed. When you do quote directly, you must place the statement in quotes in addition to a footnote at the end of the quote (or for longer quotes, offset the quoted section). Not placing the statement in quotes implies that the wording is your own.
2. Simply changing a few words in a sentence (for example, "large" to "big") may alleviate the need for quotes (depending on how much you change), but it is not the best way to go. If you are not going to provide a direct quote, then the material should be stated in your own terms. Changing a couple of words implies laziness.
3. Every idea you get from another source must be cited. Placing 100 citations in a paper does not imply that the work is not original, but that you did a proper job of giving credit where it was due.
4. The real danger in a "cut and paste" approach to report writing is that you end up including a lot of information that is related to the topic about which you are writing, but does not really address what you are trying to say. Putting things in your own words allows you to focus your comments more effectively.
5. Material that would be considered to be common knowledge in the field (like the general strategic management model) would not likely require a citation.
6. All papers will be graded using turnitin.com software.
Any deviation from the guidelines concerning quotes and citations constitutes **plagiarism**, as it suggests that you are trying to submit someone else's work and creativity as your own. If you have any questions, please let me know. Guidelines for properly quoting someone else's writings and the proper citing of sources can be found in the APA Publication Manual.

Syllabus Subject to Change Statement:

I anticipate that we will follow the schedule I have outlined in this syllabus, but I may make adjustments. If I do so, I will inform you in writing. Remaining in the course after reading this syllabus will signal that you accept the possibility of changes and responsibility for being aware of them.

Course Format:
This course is scheduled for online delivery. You will submit your class assignments through the eCollege location (Dropbox) and your grades will be recorded for you in the course grade book. PowerPoint slides will be available for each of the book chapters, under the Doc Sharing tab. I will also host class chat sessions where I will discuss the course material and assignment requirements. These class chat sessions are recorded and a link to the recordings will be provided to you. I expect that even if you are not able to attend the live class sessions, you will review the recordings. You are responsible for the material covered during the chat sessions.

Course Policies and Procedures:
Students are required to meet the expectations listed below:
Professional behavior: it is important that you maintain a professional demeanor at all times, including during electronic communication. Texas A&M Commerce expects this from you, ad do future employers. Since so much communication in today's workplace is electronic, this course will be a good place to practice interacting in a manner appropriate to a professional setting.
Regular and timely attendance: you are expected to log onto eCollege regularly. I can view how many times you have entered into the course and how much time you spent each visit. I can also view if you have accessed the link to the recording of the class chat sessions.
Assignments:
- ❖ Submitted assignments must be correctly formatted and free of grammatical and stylistic errors. You should have some skill with software for word processing, spreadsheets, graphics, and presentations. Spelling and grammatical errors will detract from your grade! APA format guidelines should be used.
- ❖ Assignments are due on the date and time listed on your course schedule.
- ❖ You must turn in all assignments ON TIME. I do not accept late assignments unless you have a university excused absence. Assignments must be complete.
- ❖ Please submit assignments that are in a format which is compatible with Microsoft Office 2010 or 2013. Backup copies are required in the event that there is a failure in the eCollege system.
- ❖ Make-up exams and work will only be given if you obtain University approved documentation for your excuse.

Communication:
Please communicate with me by using my e-mail: leslie.toombs@tamuc.edu. You are also welcome to post messages to the Virtual Office where either I or other students may respond to you. I will also make an appointment where I can virtually meet with you. The subject line in all e-mails should start with … MGT 590.
Students must routinely check e-mail sent to his/her Texas A&M University student e-mail account address. This is my primary mechanism for communicating to the class – I also use the

announcement section of your course home page. I will respond to your e-mail within 24 hours Monday through Friday. During the weekend, I will respond to your e-mail within 48 hours.

Course Grading:

Discussion Assignments (3@25 points each)	75 points
Case Assignments (3@ 50 points each)	150 points
Organizational Development Plan	100 points
Organizational Development Concept Exercises (5 @ 20 points each)	100 points
Total	425 points

89.5-100	A
79.5-89.4	B
69.5-79.4	C
59.5-69.4	D
<59.4 - 0	F

Requirements, Rubrics and Examples:

The course material will be organized around week assignments, cases, paper and/or participation as posted in the discussion folder each week. Each weekly assignment will include reading assignments, and/or a written assignment or as a discussion question.

The written Organizational Development Concept assignments will relate to the concepts in the text and/or other provided sources of reference, and possibly some personal applications of the concepts, and/or a contemporary or controversial project associated with the lesson.

Cases: (Use OD/OT theories to substantiate your answers) be sure to read the appropriate chapters to guide you in your case analyses. These cases will place you in an executive position responsible for making a decision based on the limited information make available. You will not be graded on whether the answer is correct (or was the same as the author) but instead how well you support the rationalization and justification for your decision.

Discussion is related to class participation by way of online discussions. Discussion topics will be posted along with the requirements for posting submissions. I am seeking your comments, thoughts, application on the topic that has been presented. In addition, it is my expectations that the posting has a quality of content; not simply "I agree." Your position or opinion must be supported with criteria and thought with application.   Discussion posting requires reference notation. Please note example and rubric for discussion in the document sharing files.

Organizational Development Plan: organization will be assigned by the instructor. 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 fine the information needed for completion of this assignment from research in database resources as well as published articles in business periodicals.*

Summary Activity**:** will serve as a take-home final exam for the class. Summary Activity will be essay and comprehensive.

Course Outline for Assignments:
A course outline for each week and schedule of due dates for assignments will be provided in the doc sharing area of your course.

Disability Statement: The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Disability Resources and Services

Texas A&M University-Commerce

Halladay Student Services Building

Room 303 A/D

Telephone: (903) 886-5150 or (903) 886-5835

FAX: (903) 468-8148

 Student Conduct Statement: "All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conductive to a positive learning environment."

Students enrolled in on-line courses have the same rights and responsibilities as students in live-taught courses.

Refer to Student's Guide Book located at:

www.tamu-commerce.edu/studentlife/guidebook.htm