



## ORGL 4343: LEADING CHANGE COURSE SYLLABUS - 2016

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### COURSE INFORMATION

#### Materials – Textbooks, Readings, Supplementary Readings:

**Title:** An Experiential Approach to Organization Development, 8<sup>th</sup> Edition  
**Authors:** Donald R. Brown  
**Publisher:** Pearson/Prentice Hall  
**ISBN:** 978-0-13-610689-0

**Title:** Making Strategy Work-Leading Effective Execution and Change, 2<sup>nd</sup> Edition  
**Authors:** Lawrence G. Hrebiniak  
**Publisher:** Pearson  
**ISBN:** 978-0133092578

#### Program Description:

The Bachelor of Applied Science in Organizational Leadership prepares innovative leaders for employment in an increasingly diverse technological and global society. The degree develops practical workplace competencies that meet current and future challenges through a real world coursework utilizing personalized academic mentoring and tutoring. The coursework focuses on team building, ethical decision making, enhanced communication skills, critical thinking, and people skills. Graduates of this program pursue careers in education, government, nonprofit, and business organizations.

**Course Description:** This course offers in-depth analysis of prevalent issues related to organizational change.

**Pretest:** The purpose of the pretest is to provide a baseline understanding of your knowledge of this competency. The pretest is required before students begin studying course materials. The Pretest for this course assesses your current knowledge of the learning outcomes for this course.

**Course Learning Outcomes:** Upon completion of this course, the student will be able to:

1. Recognize and describe organizational change in varied organizations-profit & non-profit.
2. Explain and demonstrate behaviors/characteristics to establish credibility and legitimacy as a change agent.
3. Recognize the current dynamic social, political, and cultural environment for change and its potential impact on contemporary organizations.
4. Explain the role of conflict in organizational change and how to guide conflict to serve the interests of the learning organization.
5. Identify fundamental theories of leadership, change and explain their application.

## **Posttest and Culminating Project**

The Posttest and Culminating Project for this course assess your culminating knowledge of the learning outcomes for this course.

A score of 80 percent or higher on both the Posttest and Culminating Project is required to demonstrate competency. If you score less than 80 percent on the Posttest and/or Culminating Project you will have an opportunity to review the course materials and re-take the Posttest and/or resubmit the Culminating Project. You may take the Posttest assessment and submit the Culminating Project up to three times during the seven-week term. If you have not passed the competency in three attempts, you will work with an Academic Coach to determine another method of fulfilling the program requirements in this subject.

Students who are unable to successfully complete all competencies mapped to a course, upon approval of their instructor have the option to receive a mark of "X" (incomplete) in the course in which they are maintaining satisfactory progress toward competency completion. You must re-register for the course again in the subsequent term. You understand that the grade of X will remain on your transcript indefinitely. However, failure to re-register for the course during the next term will result in a grade of F being posted for your incomplete competency course.

**In order to demonstrate competency you must achieve 80% or higher for both the Posttest and Culminating Project.**

## **TECHNOLOGY REQUIREMENTS**

The following technological resources are required for this course:

- Computer/Internet access and connection: high-speed preferred (not dial up)
- Speakers - so you can hear audio enhanced assignments throughout the semester
- Headset/Microphone
- Webcam
- Microsoft Word, Excel, and PowerPoint

This course may also require the following:

As a student enrolled at Texas A&M University-Commerce, you have access to an email account via myLeo - all my emails sent from eCollege (and all other university emails) will go to this account, so please be sure to check it regularly. Conversely, you are to email me via the eCollege email system or your myLeo email as our spam filters will catch Yahoo, Hotmail, etc.

Our campus is optimized to work in a Microsoft Windows environment. This means our courses work best if you are using a Windows operating system (XP or newer) and a recent version of Microsoft Internet Explorer (6.0, 7.0, or 8.0).

Your courses will also work with Macintosh OS X along with a recent version of Safari 2.0 or better. Along with Internet Explorer and Safari, eCollege also supports the Firefox browser (3.0) on both Windows and Mac operating systems.

It is strongly recommended that you perform a "Browser Test" prior to the start of your course. To launch a browser test, login in to eCollege, click on the 'myCourses' tab, and then select the "Browser Test" link under Support Services.

## **ACCESS AND NAVIGATION**

This course will be facilitated using eCollege, the Learning Management System used by Texas A&M University-Commerce. To get started with the course, go to: <https://leo.tamu-commerce.edu/login.aspx>.

You will need your CWID and password to log in to the course. If you do not know your CWID or have forgotten your password, contact Technology Services at 903-468-6000 or [helpdesk@tamuccommerce.edu](mailto:helpdesk@tamuccommerce.edu).

### **eCollege Student Technical Support**

Texas A&M University-Commerce provides students technical support in the use of eCollege. The student help desk may be reached by the following means 24 hours a day, seven days a week.

- Chat Support: Click on 'Live Support' on the tool bar within your course to chat with an eCollege Representative.
- Phone: 1-866-656-5511 (Toll Free) to speak with an eCollege Technical Support Representative.
- Email: [helpdesk@online.tamuc.org](mailto:helpdesk@online.tamuc.org) to initiate a support request with an eCollege Technical Support Representative.
- Help: Click on the 'Help' button on the toolbar for information regarding working with eCollege (i.e. How to submit to Dropbox, How to post to discussions, etc.)

### **Course Concerns**

If you have questions pertaining to the content of this course (e.g., questions about an exam, about course due dates, etc.), please contact your instructor via email, through the "Virtual Office," or during office hours.

### **Other Questions/Concerns**

Contact the appropriate TAMU-C department related to your questions/concerns. If you are unable to reach the appropriate department with questions regarding your course enrollment, billing, advising, or financial aid, please call 903-886-5511 between the hours of 8:00 a.m. - 5:00 p.m., Monday through Friday.)

## **COMMUNICATION AND SUPPORT**

Email is the best way to communicate as it is checked throughout the day. However, in order to avoid duplication of questions and answers I prefer that you post all class related questions in the Virtual Office course tab. It is likely that your peers will have the same question. Emails of a personal nature should be sent to my email address via eCollege.

## **COURSE AND UNIVERSITY PROCEDURES/POLICIES**

### **Course Specific Procedures:**

A&M-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

### **Student Conduct**

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. (See '[Code of Student Conduct](#)' from Student Guide Handbook)

### **Academic Integrity:**

Students attending Texas A&M University-Commerce are responsible for adhering to standards of academic integrity. Academic integrity is the pursuit of scholarly activity in an open, honest and responsible manner. Academic integrity is a basic guiding principle for all academic activity at

Texas A&M University-Commerce and students are expected to act in accordance with this principle. Failing to adhere to academic integrity constitutes academic dishonesty.

***Academic Dishonesty:***

Texas A&M University-Commerce does not tolerate plagiarism and other forms of academic dishonesty. Conduct that violates generally accepted standards of academic honesty is defined as academic dishonesty. "Academic dishonesty" includes, but is not limited to, plagiarism (the appropriation or stealing of the ideas or words of another and passing them off as one's own), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments), and abuse (destruction, defacing, or removal) of resource material. Violation of these academic standards may result in removal or failure. Please see the TAMUC Catalog.

*Cheating* is defined as:

- Copying another's test or assignment
- Communication with another during an exam or assignment (i.e. written, oral or otherwise)
- Giving or seeking aid from another when not permitted by the instructor
- Possessing or using unauthorized materials during the test
- Buying, using, stealing, transporting, or soliciting a test, draft of a test, or answer key

*Plagiarism* is defined as:

- Using someone else's work in your assignment without appropriate acknowledgement
- Making slight variations in the language and then failing to give credit to the source

*Collusion* is defined as:

Collaborating with another, without authorization, when preparing an assignment

If you have any questions regarding academic dishonesty, ask. Otherwise, I will assume that you have full knowledge of the academic dishonesty policy and agree to the conditions as set forth in this syllabus.

***Plagiarism Policy:***

Plagiarism is taking credit for someone else's words, ideas or images and then submitting that work for credit as if it were one's own without appropriate acknowledgement of the author. Any student suspected of cheating, submitting the work of another student, or submitting the work of another party and failing to cite his/her sources will be investigated fully, reported to college officials, and disciplined according to college guidelines.

***Dropping the Class***

If you need to adjust your schedule by dropping this course, please contact your Academic Coach. Please be aware that dropping your course may impact your financial aid, veterans and military benefits, three part, 45-hour, and 30-hour rules. It is the student's responsibility to drop the course. If you fail to officially drop the class, a failing grade will be assigned.

***Incompletes***

Students who, because of circumstances beyond their control, are unable to complete all competency requirements during the final week of the term, upon approval of the program director and their instructor, receive a mark of "X" (incomplete) in the course in which they were maintaining passing grades.

When an "X" is given for a grade in a course, the credit hours and grade point averages are not included until a grade is received which can be up to one week. If the "X" is not

removed by that time, the grade becomes an F, and the hours are included in the number of hours attempted.

Recording a grade of "X" requires the filing of a plan for completion. The plan will be submitted with the official grade record sent to the department head who will forward it to the Dean's office. The plan will include why the grade was given and steps necessary for the student to receive the final grade.

### **Student Withdrawal**

A student wishing to withdraw from all courses before the end of a term for which he/she is registered must clear his or her record by filing an application for voluntary withdrawal. Please contact your Academic Coach.

This action must be taken by the date stated in the Academic Calendar as the last day to drop a class or withdraw. Any student who withdraws from the university is subject to the conditions outlined in the section regarding Scholastic Probation or Suspension in the university catalog. It is the student's responsibility to withdraw from classes if he or she does not plan to attend during the semester in he/she has enrolled. A student has one year from the first day of a semester to appeal a withdrawal refund. Courses withdrawn are counted as attempted hours and count towards the three-peat, 45-hour and 30-hour rules and financial aid and veterans and military benefits.

### **University Specific Procedures:**

#### **ADA 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 Student Disability Resources and Services**  
**Texas A&M University-Commerce**  
**Gee Library 132**  
**Phone (903) 886-5150 or (903) 886-5835**  
**Fax (903) 468-8148**  
[StudentDisabilityServices@tamuc.edu](mailto:StudentDisabilityServices@tamuc.edu)  
[Student Disability Resources & Services](#)

<b>COURSE OUTLINE / CALENDAR</b>
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## **COMPLETE PRETEST**

**- Scoring 80% or higher-**

Student may proceed to Post Test and Artifact Construction- see rubric. You are encouraged to complete the self- assessments and assignments (not required) as well for your own increased learning experience.

**- Students scoring less than 80% will be required to complete further studies during the seven weeks of the course (readings, assignments and self- assessments ). All students should focus on learning outcomes and areas not mastered after the PRETEST ASSESSMENT.**

## **READ:**

**Brown:**

**(LO 1) Ch. 1 Organization Development and Reinventing the Organization pp. 3-18**

- (LO 1, 2) Ch. 3 Changing the Culture pp. 62-73
- (LO 1, 2) Ch. 6 Overcoming Resistance to Change pp.144-159
- (LO 5) Ch. 8 Process Intervention Skills pp. 198-206
- (LO 5) Ch. 10 Team Development Interventions pp. 261-278
- (LO 4, 5) Ch. 11 Intergroup Development pp. 294-305
- (LO 3, 5) Ch. 13 Work Team Development pp.341-354
- (LO 3, 4) Ch. 15 Organization Transformation and Strategic Change pp. 398-410
- (LO 4) Ch. 16 The Challenge and the Future for Organizations pp. 420-431

**Hrebiniak**

- (LO 3) Ch. 4 Organizational Structure and Execution pp.119-160
- (LO 3) Ch. 5 Managing Integration: Effective Coordination and InformationSharing pp. 163-204
- (LO 2) Ch. 7 Managing Change pp. 247-280
- (LO 2) Ch. 8 Managing Culture and Culture Change pp. 283-311
- (LO 3) Ch. 11 Making Global Strategy Work pp. 397-415

**ASSIGNMENTS: (Upload to Dropbox)**

**Brown text**

- |        |        |        |                        |
|--------|--------|--------|------------------------|
| (LO 1) | Ch. 1  | p. 18  | Questions # 1, 2, 3, 7 |
| (LO 5) | Ch. 8  | p. 206 | Question #2            |
| (LO 5) | Ch. 10 | p. 278 | Questions # 1, 3, & 5  |

**SELF-ASSESSMENTS: (Upload as Discussion in ecollege)**

Discussions in ecollege

**POST:** (1-2 Paragraph Response)

**Self- Assessment: What's My Preferred Conflict Handling Style?**

Copy/Paste or type the link below and post your results.

<http://www.ncsu.edu/grad/preparing-future-leaders/docs/conflict-management-styles-quiz.pdf>

Used with permission- Dr. Reginald Adkins, PhD (LO 4)

**Self-Assessment: What Type of Organization Structure Do I Prefer?**

Copy/Paste or type the link below and post your results.

[http://highered.mheducation.com/sites/007040187x/student\\_view0/chapter13/self-assessment\\_13\\_3.html](http://highered.mheducation.com/sites/007040187x/student_view0/chapter13/self-assessment_13_3.html)

Used with permission- McGraw-Hill Education

**Self-Assessment: How Well Do I Respond to Turbulent Change?**

Take the Assessment found in ecollege (pdf) under Self-Assessment

Used with permission-Pearson Higher Education/Prentice Hall.

**Self-Assessment: How Much Do I Know About Organizational Behavior?**

Take the Assessment found in ecollege (pdf) under Self-Assessment

Used with permission-Pearson Higher Education/Prentice Hall.

**Follow up and Reflection- FINALIZE-ARTIFACTS-** Scoring 80% or higher

**POST:** Upload Video Artifact as per rubric in Doc Sharing in ecollege. Based on Learning Outcomes.

**COMPLETE POSTTEST-** Scoring 80% or higher-

Student earning 80% or higher on the POSTTEST after submitting a FINAL Artifact have successfully complete the course in Organizational Change. Students scoring less than 80% will have the opportunity to retake the POSTTEST after a review of material.

***Thank you for your hard work.***

***Get ready to effectively lead change.  
All the Best!***