



Instructor: Dr. Alex Williams
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Office: CBE 3rd Floor
Office Hours: Tuesdays 9:30am – 12:00pm (in Commerce, TX) and by Appointment (or send me an email anytime!)

REQUIRED TEXTS:

No textbook will be used in this course. Instead, I will use a series of cases and journal articles to help frame the discussion each week. Most of the journal articles are available through our online library system; the other articles will be provided. Students are expected to read the journal articles prior to class each week, and to participate in discussion based on their readings and outside knowledge. The list of journal articles will be provided in a separate document.

COURSE OVERVIEW AND OBJECTIVES:

The course will move from theory to critical issues and practical project implementation. Additionally, the course will address the role of identifiable leader behaviors in terms of both 1) successful organizational change management and transformation; and 2) individual motivation, morale, performance, satisfaction, and commitment to change management.

	Objectives
1	Understand and apply organizational development and other theories, concepts, tools, and methodologies that can be used to transform organizations.
2	Demonstrate comprehension of the concepts, tools, and leadership needed to understand the dynamics of organizational change.
3	Be able to analyze an organization, assess its need for transformation, and suggest viable improvements based on OD and other theories and tools.
4	Understand and be able to use intervention concepts and tools.

COURSE FORMAT:

The structure of the class will include both passive (e.g., lectures, videos, handouts) and active (e.g., class discussions, in-class activities, group projects) instruction. You will find the majority of the information and materials that you will need to complete the course in this syllabus and on the eCollege course management website. Also, many assignments will also be posted on eCollege, under the Doc Sharing tab. You should submit all of your work in a format that is compatible with Microsoft Office and post it in the appropriate “Dropboxes” when it is due.

COURSE POLICIES AND INSTRUCTOR EXPECTATIONS:

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, as do current and future employers. Since so much communication in the workplace is “electronic” or digital, this course will be a good place to practice interacting in a manner appropriate to a professional setting. In particular, take special care when posting and responding to discussion board questions.

- **Changes to Schedule:** While I plan to stick to the class schedule, there might be occasions to modify the schedule. In these cases, all changes will be announced in class or via e-mail. It is your responsibility to become aware of any such changes.
- **E-mail:** Students must routinely check e-mail sent to his or her **Texas A&M-Commerce account**. This is my primary mechanism for communicating outside of class. I check my e-mail several times a day, so this is the best way to reach me. I strive to respond to any email within 24 hrs (even if it just to acknowledge receipt of the email while I continue to work on the request).
- **Class Attendance:** I realize that life and work schedules will dictate that students miss class at times. However, please keep the following in mind:
 - **You registered for a live class** – therefore, attendance is expected. Failure to attend 2 classes can result in a lower grade or removal from the course.
 - **Notify me ahead of time** – try to let me know when you will miss class (as far in advance as possible).
 - **Classmates are a valuable resource** – get information about what you missed from them.
 - **Participation Points** – if missing class becomes a habit, points will be deducted from participation.

STATEMENT ON ACADEMIC INTEGRITY:

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. You should read this document, initial it, and submit it to me via its corresponding “Dropbox”.

SPECIAL NEEDS/REASONABLE ACCOMODATIONS:

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
Room 132
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148

StudentDisabilityServices@tamuc.edu

CAMPUS CONCEALED CARRY STATEMENT:

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to (<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>) and/or consult your event organizer). Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

TENETS OF COMMON BEHAVIOR STATEMENT:

All students enrolled at the university shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment (See current Student Handbook).

UNIVERSITY NONDISCRIMINATION STATEMENT:

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.

ASSIGNMENTS:

○ General Comments

- 1. This class will utilize the eCollege Dropbox for assignment submissions. Submitted assignments must be correctly formatted and free of grammatical and stylistic errors.** Students should have at least some skill with software for word processing, spreadsheets, databases, graphics, and presentations, and with web browsers and search engines. Spelling and grammatical errors will detract from your grade!
 - 2. Assignments must be turned in on time.** Assignments are due at the **date** and **time** listed. While the syllabus designates specific dates for which work is assigned, you do not have to wait until the “assigned” date to start working on it (or to turn it in). I suggest you set a calendar of when to work on assignments based upon your schedule, how long it takes you to complete assignments, and the assignment due dates. Start working on each assignment as soon as you possibly can and make sure that you have all assignments submitted by the specified due dates. You will have until **11:59 PM CST** to submit the work that is listed in the far right, “Work Due” column of the course schedule. Some assignments can be turned in late. However, there will be a significant penalty. For each day that your assignment is late, I will deduct **10 POINTS** from your grade. If you do not meet the 11:59 PM deadline (even by one or two minutes), I will deduct 10 points. If you do not turn the assignment in by 11:59 PM CST the next day, I will deduct an additional 10 points, and so on. Saturdays and Sundays count towards the total days late.
 - 3. Assignments must be complete.** You must complete and submit all components at the specified due date and time to receive credit for the assignment. Please don’t turn in work that is only “half-finished”.
- **Make-up Exams or Late Assignments Will Only Be Accepted If You Obtain University Approved Documentation for Your Excuse:** There are no make-up assignments for poor performance on a previous assignment.

GRADE COMPONENTS:

Component	Type	Value
Topic Assignments (4 @ 75 Points Each)	Individual	300 points
Final Topic Assignment	Individual	100 points

GRADING SCALE:

A	90 – 100%	360-400 points	D	60-69%	240-279 points
B	80 – 89%	320-359 points	F	Below 60%	Less than 240 points
C	70-79%	280-319 points			

Incomplete - Must be previously agreed upon by student and instructor.
Withdrawal - Must be initiated by the student administratively.

TOPIC, CASE & GROUP ASSIGNMENTS:

You will be required to complete assignments focusing on different topics that we will cover in this course. The instructions for each of these assignments will be discussed in class and/or posted under the “Doc Sharing” tab in eCollege.

CLASS ATTENDANCE:

- I realize that work schedules will dictate that students miss class at times. However, please keep the following in mind:
- **You registered for a live class** – therefore, attendance is expected.
 - **Notify me ahead of time** – try to let me know when you will miss class (as far in advance as possible).
 - **Classmates are a valuable resource** – get information about what you missed from them.
 - **Grade Deduction** – You are permitted 2 missed days. Starting with the 3rd missed class (or if the 2 missed days were consecutive), I will start deducting a letter grade from the final exam.

IF YOU EVER FEEL AS IF YOU NEED TO MEET WITH ME IN ORDER TO CLARIFY ASSIGNMENTS, DISCUSS CONCERNS ABOUT THE CLASS, DISCUSS TOPICS FROM THE CLASS, ETC., SEE ME AFTER CLASS, DURING OFFICE HOURS, OR E-MAIL ME IN ORDER TO SET UP AN APPOINTMENT.

DATE (TUESDAYS)	WORK ASSIGNED: READINGS, ASSIGNMENTS, & EXAM	WORK DUE: BY Classtime ON THIS DAY
1. August 29	Introduction To Transforming Organizations	Honesty Policy submitted online
2. September 5	Chapter 1: Organizations and Organizational Effectiveness	
3. September 12	Chapter 2: Stakeholders, Managers, and Ethics	
4. September 19	Chapter 3: Organizing In A Changing Global Environment	Topic Assignment 1 Due 09-18-2017
5. September 26	Chapter 4: Basic Challenges Of Organizational Design	
6. October 3	Chapter 5: Designing Organizational Structure: Authority and Control Chapter 6: Designing Organizational Structure: Specialization and Coordination	
7. October 10	Chapter 7: Creating and Managing Organizational Culture Case Exercise (In Class)	Topic Assignment 2 Due 10-09-2017 Read Case before class (completed in class)
8. October 17	Chapter 8: Organizational Design and Strategy In A Changing Global Environment	
9. October 24	Chapter 9: Organizational Design, Competences, and Technology	
10. October 31	Chapter 10: Types and Forms Of Organizational Change	Topic Assignment 3 Due 10-30-2017
11. November 7	Chapter 11: Organizational Transformations: Birth, Growth, Decline, and Death	
12. November 14	Chapter 12: Decision Making, Learning, Knowledge Management, and Information Technology	
13. November 21	Thanksgiving Break	Topic Assignment 4 Due 11-21-2017
14. November 28	Chapter 13: Innovation, Intrapreneurship, and Creativity	
15. December 5	Chapter 14: Managing Conflict, Power, and Politics	
16. December 12	FINAL EXAM WEEK	Final Topic Assignment Due 12-12-2017

- ❖ **THIS WEEKLY SCHEDULE IS TENTATIVE.**
- ❖ **C: CASE THAT CAN BE FOUND IN THE BOOK**