



EAST TEXAS A&M
— U N I V E R S I T Y —

BGS 404 –Leading Change and Innovation

COURSE SYLLABUS

Term:	Fall	Year:	2026
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INSTRUCTOR INFORMATION

Instructor Name:	Giovannie Hoff, Ed.D.
Office Phone:	210-504-6603 (text preferred)
East Texas A&M University Email Address:	Giovannie.Hoff@etamu.edu
Instructor Notes:	

Office Location: Online/Remote

Office Hours: Email, Telephone, or Virtual by Appointment

Preferred Form of Communication: Email

Communication Response Time: 24 Hours or Less (Grading of assignments is typically not completed in 24 hours or less)

COURSE INFORMATION

Course Materials

Textbook(s) Required

Authors: Jeffrey Baumgartner

Title: The Way of the Innovation Master

Supplemental Materials

Links and files will be provided in the document-sharing tab within the course.

Course Description

This course provides an opportunity to examine and apply the principles, tools, and strategies needed to successfully implement organizational change and innovation. It emphasizes leveraging a broad range of perspectives, experiences, and talents within the workplace to foster an environment that encourages creativity and innovation, while also recognizing the external forces that drive organizational change.

Student Learning Outcomes

Completion of this course provides the student with the knowledge to:

1. Demonstrate the ability to identify and discuss why organizational change is necessary
2. Recognize the limits that managers of change face
3. Discuss the difference between incremental and radical innovation and the importance of each
4. Recognize the internal and external issues that lead to change and innovation
5. Demonstrate the ability to apply steps that lead to organizational change and innovation
6. Discuss the importance of cultural diversity to organizational change

Regular and Substantive Course Interaction

As a general guide, students enrolled in a three-semester hour course should spend one hour engaged in instructional activities and two to three hours on out-of-class work per week in a traditional semester. Educational activities in this course are designed to ensure regular and substantive interaction between students and faculty to ensure that students can demonstrate competency.

To be successful in this course, all content and course modules should be read and reviewed. All assignments and quizzes (both graded and not graded) should be completed. Please contact the instructor by email for any assistance.

STUDENT RESPONSIBILITIES FOR COURSE

Instructional Methods

This course is an online course. To be successful in this course, all content and course modules should be read and reviewed. All assignments and quizzes (both graded and not graded) must

be completed by the due date specified. Please contact the instructor by email for any assistance or support.

CWID and Password

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@etamu.edu.

Technology-Related Issues

Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a ETAMU campus open computer lab, etc.

TECHNOLOGY REQUIREMENTS AND SUPPORT

Minimal Technical Skills Needed

Students will need reliable computer and internet access for this course. Students must be able to effectively use myLeo email, myLeo Online D2L, and Microsoft Office.

Learning Management System (LMS) – D2L

All course sections offered by East Texas A&M University have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are the technical requirements:

- View the [Learning Management System Requirements Webpage](#).
- Learn more on the [LMS Browser Support Webpage](#).

Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at **1-877-325-7778**. Other support options can be found on the [Brightspace Support Webpage](#).

COMMUNICATION AND SUPPORT

Interaction with Instructor Statement

This is an online course; therefore, expect most communication to be online as well. If you have any questions or are having difficulties with the course material, please contact your instructor. Correspondence will always be through university email (your “myLeo” mail) and announcements in myLeo online (D2L). **You will not RECEIVE email through D2L, so be sure to check your ETAMU email for communication.** The instructor will make every effort to respond to emails within 24 provided the correspondence follows the requirements listed below. Students are encouraged to check university email daily.

Include the Following in Emails with Instructor:

- Course name and subject in the subject line (ex. EDCB 517 – Posttest)
- Salutation (Good afternoon, Dr. Jackson)
- Proper email etiquette (no “text” emails – use proper grammar and punctuation)
- Student name and CWID after the body of the email (possibly add to student signature on email)

CID Studio

The CID Studio is in D2L and available to all CID students. The CID Studio contains modules intended to support and inform students on their educational journey.

[CID Studio Link](#) – Please contact your advisor if you need access.

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Syllabus Change Policy

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail online in the [Student Guidebook](#).

Students should also consult the [Rules of Netiquette Webpage](#) for more information regarding how to interact with students in an online forum.

ETAMU Attendance

For more information about the attendance policy, please view the [Attendance Webpage](#).

Academic Integrity

Students at East Texas A&M University are expected to maintain high standards of integrity and honesty in all their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[East Texas A&M Academic Integrity Guide](#)

[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

[Academic Integrity Reporting Form](#)

[Overview of Academic Misconduct Reporting Process](#)

CID Policy on Academic Integrity

Academic dishonesty includes cheating, complicity in cheating, multiple submissions (or substantial portions) of the same work for credit without authorization, submitting another's work, plagiarism, submitting algorithmically (AI) plagiarized work, and other acts that may reasonably be called academic dishonesty.

- Students who commit academic dishonesty will receive a grade of 0 for the assignment in the course and be issued a Written Warning that is reported to the CID Assistant Dean's office and listed in a database.
- If the student does NOT have a previous Written Warning for academic dishonesty reported in CID courses and has additional attempts available for the assignment, the student may resubmit the assignment (this applies to CBE courses only).
- If the student has a Written Warning of academic dishonesty reported in CID courses, the student may NOT resubmit the assignment, and the instructor will follow the procedure detailed in [Policy 13.99.99.R0.03](#) for Undergraduate Academic Dishonesty and report the incident to the Provost Office.

Submitting Past Work

The resubmission of work submitted in a past course is self-plagiarism. Also, the resubmission of substantial parts of work submitted in a past course is self-plagiarism. **If a student would like to resubmit past work or substantial parts of past work, the student must gain permission from the instructor prior to submission and cite the work properly.** If the student does not gain permission and cite the work, then the submission will be flagged for self-plagiarism and result in actions detailed in the CID Policy on Academic Integrity.

Use of Artificial Intelligence

East Texas A&M University acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources

Students with Disabilities-- 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

East Texas A&M University

Velma K. Waters Library Rm 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: studentdisabilityservices@etamu.edu

Website: [Office of Student Disability Resources and Services](#)

Nondiscrimination Notice

East Texas A&M University 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.

Campus Concealed Carry Statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in East Texas A&M University 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 ETAMU Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult with your event organizer.

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all East Texas A&M University campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

East Texas A&M Supports Students' Mental Health – Counseling Services

The Counseling Center at East Texas A&M University, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit <https://www.etamu.edu/counseling-center/>

Mental Health and Well-Being

The university aims to provide students with essential knowledge and tools to understand and support mental health. As part of our commitment to your well-being, we offer access to Telus Health, a service available 24/7/365 via chat, phone, or webinar. For more information

on accessing the app and to explore the resources available to you for guidance and support, please visit their website: <https://www.etamu.edu/telus/>

COURSE REQUIREMENTS

APA Formatting: Unless otherwise specified, all written assignments submitted in this course must adhere to the guidelines outlined in the Publication Manual of the American Psychological Association (7th ed.). This includes proper formatting of the title page, headings, in-text citations, reference list, page numbers, font, spacing, and margins. Students are responsible for ensuring that all sources are appropriately cited and referenced to maintain academic integrity. Assignments that do not follow APA 7th edition formatting may receive point deductions in accordance with the assignment rubric.

COURSE ASSESSMENT

Syllabus Quiz: 5%: Students must take one quiz covering material in the syllabus, calendar, and grading rubrics.

Book Summary: 20%: Students must read the assigned book and write a summary. Please see D2L for more details.

Writing Reflections: 30% There will be three writing reflections worth **10%** each. Please see D2L for more details.

Discussion Boards: 45% There will be multiple discussion topics in which you will be required to participate. Each discussion will be worth **5%** each. Discussion board topics require a minimum of one post and three replies to fellow students. Initial posts should be posted by Wednesday or Thursday of each week with replies completed by the due date. Discussions may be completed and submitted before the posted due date, but keep in mind that you will be graded on the quality of the content. Spelling, punctuation, capitalization, and grammar errors will hurt your discussion grades.

All assignments must be submitted to the appropriate assignment submission folder within D2L.

Late Assignments: I accept late assignments with a penalty. I deduct one letter grade for each day an assignment is late.

GRADING

Grading Scale

Percentage

A = 90%-100%

B = 80%-89%

C = 70%-79%

D = 60%-69%

F = 59% or below

COURSE OUTLINE / CALENDAR

Module	Assignments	Due Date
<i>Introduction</i>	Introductions & Syllabus Quiz	8/30
<i>Module 1</i>	Discussion Topic: Understanding Creativity	9/6
	Discussion Topic: Barriers to Innovation	9/13
	Discussion Topic: Organizational Culture	9/20
	Writing Reflection	9/27
<i>Module 2</i>	Discussion Topic: Leading Change	10/4
	Discussion Topic: Generating Innovative Ideas	10/11
	Discussion Topic: Decision-Making and Innovation	10/18
	Writing Reflection	10/25
<i>Module 3</i>	Discussion Topic: Communication During Change	11/1
	Discussion Topic: Resistance to Change	11/8
	Discussion Topic: Measuring Success	11/15
	Writing Reflection	11/22
<i>Module 4</i>	Book Summary	12/9

*All assignments will be opened on 8/20