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 sixteen 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 January 20, 2015 to May 8, 2015. Each week will begin on Monday [with the exception of Week One which will begin on the first day of class January 20th] weekly forums will be opened prior to 10:00am and conclude the following Sunday evening at 11:59pm. The final day of the course will be Friday May 8th at 11:59pm with the deadline for the submission of the Summary Activity-Final Exam. [Also, please note that there will be no assignments due or course activity on Week Nine – March 16-22, due to Spring Break).

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:

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.

Requirements of course: All communication, instructions, assignments, exams, feedback, etc. will utilize eCollege and each student's 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. Instead we will use the Virtual Office within the course in eCollege and email address as assigned by the university will be the forum for communication.

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 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, connectively, do not have the textbook(s) 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. The Summary Activity – Exam is due on Friday, May the 8th at 11:59pm without any exceptions and/or extensions.

Turning in assignments during the course:

Unless instructed to do so later in the term, assignments must be turned into the respected week’s dropbox by 11:59pm on the designed date as specified in the assignment instructions.”

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 the
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
week of class.

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 will be reviewed by the research tool Turnitin. My 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.** 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 which will activate the Turnitin
indicator of use of other authors or sources copyrighted work. To review your work and the
percentage calculation, post your submittal 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.”

**Style and format for assignments:**

Use the following guidelines for all assignments that will be turned in to the instructor during the
course except the discussion responses. A minimum of 20% of the total potential points will be
taken off for not following the below format requirements. Also the Unsatisfactory column
within the Rubric which will automatically begin the grading process if submittal is not in APA
format. The assignment submittal 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)

Appendix

APA was the format required in your Research 595 course. If you have not taken Research 595 or do not know APA report writing it would be in your best interest to drop this course and immediately take Research 595.

Course Policy for Drops and Incomplete Grades:

Please check with the Registrar for the date that you can drop and receive a Q grade. Otherwise, students will receive a grade in the course regardless of status of completion.

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 the daily participation and course assignments, cases and the Summary Activity-Final Exam are required. We will move quickly and intensely throughout this course so be prepared to dedicate a minimum of seven hours per week of your life between now and May the 8th. Incomplete (I reserved for Thesis and Dissertation courses 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. One or both of the following is applicable. As an employee of your professional organization of products and services; the organization expects quality, accountability and responsibility in your performance; thereby, the same expectation and standards are applicable to all work in this course. As a consumer of products and services you expect quality, reliability, and functionally; thereby the same expectation and standards are applicable to all work in this course. And this also applies to submitting your assignment in the appropriate week and assignment dropbox. Submitting an assignment in the wrong dropbox indicates that a student is not following instructions and/or not diligent in their work habits and reflects on the quality of their work.

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.
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.

**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 and later 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:**


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).


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; and was specifically required for 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 and television, to deduct and observe the drama being played out on the stage of the 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:

<table>
<thead>
<tr>
<th>ASSIGNMENTS</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individual</strong></td>
<td></td>
</tr>
<tr>
<td>Case 1 Analysis – Week Two</td>
<td>February 1</td>
</tr>
<tr>
<td>Case 2 Analysis- Week Four</td>
<td>February 15</td>
</tr>
<tr>
<td>Case 3 Analysis – Week Six</td>
<td>March 1</td>
</tr>
<tr>
<td>Case 4 Analysis – Week Ten</td>
<td>March 29</td>
</tr>
<tr>
<td><strong>Organizational Development Plan-Week 13</strong></td>
<td>April 19</td>
</tr>
<tr>
<td><strong>Research Paper – Week 15</strong></td>
<td>May 3</td>
</tr>
<tr>
<td>Participation (Discussion questions(2.0) points a Week)</td>
<td></td>
</tr>
<tr>
<td><strong>Summary Activity-Exam- Week 17</strong></td>
<td>May 8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
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</tbody>
</table>

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

How points and percentages equate to grades

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>89.5-100</td>
</tr>
<tr>
<td>B</td>
<td>79.5-89.4</td>
</tr>
<tr>
<td>C</td>
<td>69.5-79.4</td>
</tr>
<tr>
<td>D</td>
<td>59.5-69.4</td>
</tr>
<tr>
<td>F</td>
<td>&lt;59.4-0</td>
</tr>
</tbody>
</table>

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. Some discussion questions may be slightly more heavily weighted in the grading than others i.e. Each weekly
assignment will include reading assignments, and/or a written assignment or as a
discussion question.

The written 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. The specific
weekly Participation by way of the discussion requires application of content. A few
sentences do not meet the requirements of participation in applying thought deduction
to the question as posted. Please note example of posting of Discussion and review
the Discussion Rubric in the document sharing files. A minimum page limit will be
strictly enforced for the written assignments, Research paper, Organization
Development Plan, Cases and Summary Activity-Final Exam. The minimum page
length requirement provides for adequate research and written comprehension on the
written assignments, Research Paper, Organization Development Plan, Cases and
Summary Activity-Final Exam. Please note the examples of a case and discussion as
well as their respective rubrics in the document sharing files. Also, please review
thoroughly and intently the Rubrics for the Cases, Research Paper, Organizations
Development Plan and Summary Activity-Final Exam as these rubrics will have the
specific columns of grading (points eligibility) which begin with the minimum pages
required for each related assignment.

CASES: (Use OD theories to substantiate your answers)

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. These cases will place you in an executive position
responsible for making a decision based on the limited information made 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. Case assignment turn-
in for Cases I, II, III and IV will be at 11:59PM in eCollege on the specific date as given
in the assignment instructions. Please review example of a case and the rubric for cases in
document sharing files.

PARTICIPATION/DISCUSSION

This is related to class discussions by way of online discussions. A question will be posted in
classy of the posted weeks of this course. A common question is how many postings or replies are
required? The number is not the criteria but I would at a minimum expect a primary posting
“directly to me” with each student providing a response to the question posted. I am not
looking for “threading” or class interchange. 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. Also, I look at each Weeks postings as a
unique assignment. So eligibility for posting for a Week’s discussion concludes at
11:59pm on that respective Sunday. [Each week of a discussion posting has a potential
point value of 2 points]. So there is not such “thing” as catching up at the end of the course.
The “Clock” begins at 10:00am on the Monday of the beginning of the Week that has a
discussion question(s) and ends at 11:59pm on Sunday of that same week. This eliminates the
poor quality of multiple postings that are provided in a very few days at the end of the term.
Examples of postings or replies that do not receive any value include: postings that simply copy from a source with no commentary or justification, “me too” or “I agree” posting or replies without explanation, current event topics or “cooler talk” that is not very related to the course content. Discussion posting require reference notation. Please note example and rubric for discussion in the document sharing files.

RESEARCH PAPER: Topic. Topic assigned by the instructor. The topic will be assigned on January the 28th 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 Marketing and Management. After the recording of the number, the Administrative Assistant for the Department will then extract a topic from other “hat.” This topic 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 a topic 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 topic 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 January the 29th. The topic assigned will be listed next to the Research Paper line item within the scorecard. The paper must use APA style and have a minimum of 12 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 10 references in the reference page. Please see Research paper rubric requirements in the document sharing files. The Research Papers are due on Sunday, May 3rd prior to 11:59pm.

ORGANIZATIONAL DEVELOPMENT PLAN: Organization that Needs Transforming. Organization assigned by the instructor. The organization will be assigned on January the 28th 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 Marketing and 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 January the 29th. 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 Sunday, April 19th prior to 11:59pm.

Summary Activity:

The Summary Activity will serve as a take-home final exam for the class. Summary Activity will be essay and comprehensive. Each question will have a minimum 4 page requirement of 4 FULL pages (from top to bottom of margin) TEXT. There will be at least 5 questions. Therefore by extension the Summary Exam will be a minimum of 20 pages of text from top to bottom of margin. The Rubric Summary Activity-Final Exam will have the specifics as to standards, requirements and expectations for the submittal of the Summary Activity. It will be due on Friday, May the 8th (the last day of the class) by 11:59pm. No exceptions and/or extensions will be granted for any reasons because of the length of time that has been given for its completion. It will be posted in the Week Sixteen Assignment folder on May the 4th, no sooner or later; so students should plan their schedules for the time period May the 4th – May the 8th accordingly.

Tentative Schedule:

<table>
<thead>
<tr>
<th>Lesson</th>
<th>Day/date</th>
<th>Case</th>
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<tbody>
<tr>
<td>Week One</td>
<td>Monday, January 20-</td>
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<tr>
<td></td>
<td>Sunday, January 25</td>
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<tr>
<td>Week Two</td>
<td>Monday, January 26 –</td>
<td>Case I</td>
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<td></td>
<td>Sunday, February 1</td>
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<tr>
<td>Week Three</td>
<td>Monday, February 2 –</td>
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<td></td>
<td>Sunday, February 8</td>
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<tr>
<td>Week Four</td>
<td>Monday, February 9-</td>
<td>Case II</td>
</tr>
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<td></td>
<td>Sunday, February 15</td>
<td></td>
</tr>
<tr>
<td>Week Five</td>
<td>Monday, February 16-</td>
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<tr>
<td>Week</td>
<td>Dates</td>
<td>Content</td>
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<tr>
<td>Week Six</td>
<td>Monday, February 23 – Sunday, March 1</td>
<td><strong>Case III</strong></td>
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<tr>
<td>Week Seven</td>
<td>Monday, March 2 – Sunday, March 8</td>
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<tr>
<td>Week Eight</td>
<td>Monday, March 9 – Sunday, March 15</td>
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<tr>
<td>Week Nine</td>
<td>Monday, March 16 – Sunday, March 22</td>
<td><strong>Spring Break No assignments</strong></td>
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<tr>
<td>Week Ten</td>
<td>Monday, March 23 – Sunday, March 29th</td>
<td><strong>Case IV</strong></td>
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<tr>
<td>Week Eleven</td>
<td>Monday, March 30 – Sunday, April 5</td>
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<tr>
<td>Week Twelve</td>
<td>Monday, April 6 – Sunday April 12</td>
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<tr>
<td>Week Thirteen</td>
<td>Monday, April 13 – Sunday April 19</td>
<td><strong>OD Plan</strong></td>
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<td>Week Fourteen</td>
<td>Monday April 20 – Sunday, April 26</td>
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<tr>
<td>Week Fifteen</td>
<td>Monday, April 27 – May 3</td>
<td><strong>Research Paper</strong></td>
</tr>
<tr>
<td>Week Sixteen</td>
<td>Monday, May 4 – Friday, May 8th</td>
<td>Summary Activity-Final Exam</td>
</tr>
</tbody>
</table>

Instructor Bio

Dr. Lloyd M. Basham, Assistant Professor, Department of Management

My practical experiences are as an early corporate America executive retiree with 30 years of corporate background including global and international responsibilities. These associations were with Fortune 100 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: Development of courses and curriculum for the marketing and management department. Management of the members of the faculty for the department of marketing and management, Graduate faculty status as well as graduate faculty instruction in 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 Organizational Leadership which was confirmed in May 2010 from Texas A&M University-Commerce. Dissertation was Presidents as Transformation or Transactional Leaders in Higher Education. Graduated from East Texas State University with a BBA in Accounting and MBA in Marketing/Management. In addition, 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 at local universities and on assigned military base accredited affiliations. 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 and online undergraduate and 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, 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. Currently have published in five separate journal articles related to the leadership within higher education as related to university presidents.