



**Course Syllabus**  
**BUS 626 Managing Employees and Organizational Development**  
**(Online, Asynchronous)**  
**Summer 2024**

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**Faculty:** Dr. Yonghong (Tracy) Liu  
**Office:** 363 Bryan Building  
**E-Mail:** [y\\_liu24@uncg.edu](mailto:y_liu24@uncg.edu)

When you email me, please put “BUS 626”, your name (last name first), and the subject of your inquiry in the subject line (e.g., BUS 626 Liu, Tracy – syllabus) or the email may not get through. If you do not receive a response to an email within 48 hours, you should assume that I did not receive it and you should resend it.

**Office Hours:** by appointment via Teams (please email to arrange)

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**Required Textbook and Additional Course Material**

**1. Required textbook**

Organization Development and Change (11<sup>th</sup> edition) by Thomas G. Cummings and Christopher G. Worley.

This course requires an online learning platform called MindTap, which has been integrated into Canvas.

**2. Course slides and Canvas access**

Course slides from the professor are available on Canvas. However, reading the PowerPoint slides is NOT a substitute for reading and studying the text. To reduce your workload, you do not have to read the entire text. Study only those chapters and topics that are covered in the course syllabus.

All students officially registered for the course can access the course Canvas website (<http://canvas.uncg.edu/>). Canvas is used to post course materials (course syllabus, class announcements, PowerPoint slides, and other relevant course information) and grades.

**Course Description**

Human resource professionals lead organizations in building their capacity to change and achieve greater effectiveness in the strategies, structures, and processes that affect company results. In addition, human resource professionals spearhead efforts aimed at employee personal and professional skills development to enhance employee performance.

This course provides an overview of the roles of human resource managers as organizational effectiveness champions, employee champions, change agents, and internal consultants. Emphasis is placed on HR's strategic role in organizations from the dual perspectives of organizational and workforce development. Students will explore topics such as the importance of communication, leading change, employee engagement, managing teams, diversity and inclusion, corporate social responsibility, and improving organizational effectiveness. Students will learn how to diagnose organizational areas for improvement, intervene, and evaluate change efforts while becoming trusted advisors in the organization that help employees thrive.

### Learning Objectives

- Understand the areas, issues, and practices of organizational development to analyze and evaluate what kinds of interventions are useful in what situations.
- Understand HR's strategic role in developing human capital and its effect on corporate success, as well as how HR strategy relates to company strategy
- Illustrate how employee and organizational dynamics (e.g., employee engagement, communication, diversity and inclusion, corporate social responsibility, work-life balance, ethical decision-making) affect employee flourishing and company success
- Analyze, anticipate, address, and diffuse workplace issues and challenges that interfere with employee flourishing and, ultimately, the organization's objectives.
- Design and plan the implementation of multiple employee development and/ or organizational development interventions.

### Course Pedagogy

- Course materials organized by the professor
- Assignments and Exams

Your primary task is learning the materials in the textbook and doing weekly assignment. I (the instructor) will help by facilitating your study.

### Important Course Policies

- **Academic Integrity:** By the singular act of registering for this course, you are agreeing to abide by the UNCG Academic Integrity Policy. All work submitted must be original and produced by the student for this class only. If you are for any reason unfamiliar with the contents of the code, please review it on the website link: <https://sa.uncg.edu/division-of-student-affairs/students/academic-resources/student-policy-handbook/academic-integrity-policy/>. Any detected violations of any aspect of the Policy will be fully pursued in accordance with the provisions therein.
- **Communicating:** For purposes of this course, I will request that you check your UNCG e-mail daily as well as Canvas for messages and/or assignments. Students with technical issues with the course or their email should contact 6-TECH for support either by email, phone or chat (<https://uncg.service-now.com/support>).

- **Extra Credit:** There is no extra credit assignment scheduled for this course.
- **Students with Disabilities:** UNCG seeks to comply fully with The Americans with Disabilities Act and section 504 of the Rehabilitation Act of 1973. Students requesting accommodations based on a disability must be registered with the Office of Accessibility Resources & Services in 215 Elliott University Center, 336-334-5440, <https://oars.uncg.edu/>.

**Evaluation Criteria**

The grades for this class will be determined based upon:

Self-assessments (Strongly recommended but will not be graded)

Exam 1 .....	100 points
Exam 2 .....	100 points
Quizzes (10 points each) .....	40 points
Application cases .....	14 points
<b>TOTAL</b> .....	<b>254 points</b>

The grades will be finalized in letter grade form, per the chart below:

A	95% - 100%	C	73% - 76%
A-	90% - 94%	C-	70% - 72%
B+	87% - 89%	D+	67% - 69%
B	83% - 86%	D	63% - 66%
B-	80% - 82%	D-	60% - 62%
C+	77% - 79%	F	Below 60%
			*Decimals will be rounded up/down

**Description of Evaluation Criteria:**

♦ **Exams**

*Content and format*

Exam 1 will cover Chapters 1, 3, 4, 5, 6, and 7. Exam 2 will cover Chapters 8, 10, 11, 13, 16, and 20. The exams are **not cumulative**. Exam 1 includes 100 multiple-choice and true/false questions and Exam 2 includes 70 multiple choice questions and 3 short-answer questions.

*Testing procedure*

Even though you are taking your exams online, they are still "real" tests. The following are the testing procedures I expect you to follow while taking the exams:

- You may use your book and notes; however, you are to take the test by yourself, with no group efforts or help from other people.
- You will find the exams available in MindTap only during the assigned test times.

- Exams are available for one week as indicated in the course schedule in the syllabus. You can take each exam only ONE time.
- Once you open the exam, you have 120 minutes to complete the exam. A timer will appear. At 120 minutes, MindTap will submit the test.
- MindTap will also submit the test when the deadline indicated in the course syllabus is due, even if your test is not complete. Thus, if you want to have the full 120 minutes in the test, you should begin your exam attempt at least two hours prior to the end of the exam availability period.
- The time is limited in order to test your knowledge of the material; not your ability to search for information during the exam. Important: Extended time is only granted for students with documented disabilities.
- If you experience any problems, contact me **immediately** and provide evidence of the problem (for instance, a screenshot). Unverifiable technical problems will not be considered.
- **An exam cannot be taken before or after the scheduled exam time.** No make-up exams will be allowed, except in cases warranted by extraordinary circumstances (a serious illness) and supported with documented evidence. Students who do not provide documented evidence will receive zero points.

**IMPORTANT: DO NOT LOG IN AND OUT OF THE EXAM AFTER YOU HAVE STARTED THE EXAM. IF YOU DO, THE TIMER WILL KEEP RUNNING AND THE TIME WILL BE COUNTED TOWARDS YOUR EXAM ATTEMPT, EVEN IF YOU WERE LOGGED OUT OF THE EXAM. REMEMBER NOT TO CLICK THE BACK BUTTON IN YOUR BROWSER WINDOW.**

**AS A STUDENT TAKING AN ONLINE COURSE, IT IS YOUR RESPONSIBILITY TO BE AVAILABLE DURING THE EXAM TIMES REGARDLESS OF YOUR OTHER COMMITMENTS AND TO HAVE ACCESS TO A RELIABLE COMPUTER AND INTERNET CONNECTION DURING THE ENTIRE COURSE, INCLUDING THE EXAM TIMES. INABILITY TO ACCESS INTERNET DURING THE COURSE IS NOT AN ACCEPTABLE EXCUSE FOR MISSING AN EXAM OR ANY OTHER EVALUATION ITEM. THE UNCG COMPUTER LABS AND PUBLIC LIBRARIES PROVIDE COMPUTER AND INTERNET ACCESS FREE OF CHARGE.**

**ANY TECHNICAL PROBLEMS REPORTED AFTER THE EXPIRATION OF THE EXAM PERIOD WILL NOT BE CONSIDERED AND ARE NOT VALID EXCUSES FOR NOT COMPLETING THE EXAM.**

These rules will be strictly enforced in order to be fair towards those students who do make the effort to take the tests at the assigned testing times regardless of their personal and professional circumstances and time constraints. It is important that all students have the same amount of time to prepare for the exams. **There will be no exceptions for this rule. Any student seeking an exception will be referred to this policy in the syllabus.**

Note: It is not unusual that students fail this online course because they, for instance, forget to take the exam, are travelling without an internet connection, or are otherwise occupied for a

number of unverifiable personal and professional reasons. Make sure that you are not one of those students because **missing one exam is likely to result in failing the course.**

♦ **Quizzes and application cases**

*Purpose*

The purpose of the weekly quizzes and application cases is to encourage you to study the material consistently throughout the course. The quizzes will also help you to check your own learning. Furthermore, the quizzes provide examples of the types of questions that you will encounter in the exams. This assures that you will be prepared for the course exams.

*Content and format*

4 quizzes and 4 application cases will be administered. All questions are multiple-choice questions.

*Availability*

You will find the quizzes and application cases on MindTap. Each weekly quiz is available until 11:59PM on Sunday of the corresponding week. You can take each quiz only ONE time, but you can complete application cases multiple times.

Technical problems are not acceptable reasons for missing a quiz. If you experience a technical problem, report it to me **immediately** with accompanying evidence (e.g., a screenshot). Please do not wait until the last minute to take the quiz. This will allow you enough time to solve any technical problems prior to the deadline. Any technical problems reported AFTER the deadline will not be considered.

WEEK	TOPIC	ASSIGNMENT
1 June 17-23	<ul style="list-style-type: none"> <li>◆ Introduction</li> <li>◆ The Organization Development Practitioner</li> </ul>	<ul style="list-style-type: none"> <li>◆ Text: Chapters 1 and 3</li> <li>◆ <b>Quiz #1 (Due June 23 11:59PM)</b></li> </ul>
2 June 24-30	<ul style="list-style-type: none"> <li>◆ Entering and Contracting</li> <li>◆ Diagnosing</li> </ul>	<ul style="list-style-type: none"> <li>◆ Text: Chapters 4-5</li> <li>◆ <b>Quiz #2 (Due June 30 11:59PM)</b></li> <li>◆ <b>Case 1 (Due June 30 11:59PM)</b></li> </ul>
3 July 1-7	<ul style="list-style-type: none"> <li>◆ Collecting, Analyzing, and Feeding Back Diagnostic Information</li> <li>◆ Designing Interventions</li> </ul>	<ul style="list-style-type: none"> <li>◆ Text: Chapters 6-7</li> <li>◆ <b>Case 2 (Due July 7 11:59PM)</b></li> </ul>
<b>Exam 1</b>	<i>Note: If you do not take the exam during the assigned time period, your score will be 0.</i>	<ul style="list-style-type: none"> <li>• <b>Chapters 1, 3, 4, 5, 6, 7</b></li> <li>• <b>From July 1 12:00 AM (Monday) To July 7 11:59 PM (Sunday)</b></li> </ul>
4 July 8-14	<ul style="list-style-type: none"> <li>◆ Managing Change</li> <li>◆ Interpersonal and Group Process Approaches</li> <li>◆ Organization Process Approaches</li> </ul>	<ul style="list-style-type: none"> <li>◆ Text: Chapters 8, 10, 11</li> <li>◆ <b>Quiz #3 (Due July 14 11:59PM)</b></li> <li>◆ <b>Case 3 (Due July 14 11:59PM)</b></li> </ul>
5 July 15-21	<ul style="list-style-type: none"> <li>◆ Work Design</li> <li>◆ Workforce Diversity and Wellness</li> </ul>	<ul style="list-style-type: none"> <li>◆ Text: Chapter 13, 16</li> <li>◆ <b>Quiz #4 (Due July 21 11:59PM)</b></li> <li>◆ <b>Case 4 (Due July 21 11:59PM)</b></li> </ul>
6 July 22-28	<ul style="list-style-type: none"> <li>◆ Organization Development for Economic, Ecological, and Social Outcomes</li> </ul>	<ul style="list-style-type: none"> <li>◆ Text: Chapter 20</li> </ul>
<b>Exam 2</b>	<i>Note: If you do not take the exam during the assigned time period, your score will be 0.</i>	<ul style="list-style-type: none"> <li>• <b>Chapters 8, 10, 11, 13, 16, 20</b></li> <li>• <b>From July 22 12:00 AM (Monday) To July 29 11:59 PM (Monday)</b></li> </ul>

NOTE: THE PROFESSOR RESERVES THE RIGHT TO MAKE CHANGES TO THIS DOCUMENT AS NEEDED. ALL CHANGES WILL BE ANNOUNCED ON CANVAS.