

Organizational Assessment

MAN 4282, Section 901

Spring 2023

I. **Instructor:** Dr. Charles Michaels **E-mail:** michaels@usf.edu

Prerequisite: MAN 3240 with a minimum grade of C-

Office: BSN 3408

Home Phone: (813) 949-4115 measurement in organizations, diagnosis of
You may call my home (8 A.M. to 7 P.M.) on weekdays.

Office Hours: after class or Tuesday, Thursday 12:15-12:45. Other times by
appointment or chance. Please call my home information or for an appointment.

Class meets Thursdays nights from 6:30 until 9:15 in CPR 115.

II. **Course Description:** The course is designed to be a general introduction to the area of measurement in organizations, determination of problem areas and methods to fix these problems. The practical side of management will also be stressed with emphasis on developing managerial skills in students.

III. **Text:**
Cummings, Thomas G. and Worley, Christopher G., **Organization Development and Change**, 10th Ed. Cengage Learning, Andover, MA, 2015. ISBN -10: 1133190456 and ISBN -13: 9781133190455
Note the 11th edition is newer and also fine, but costs more

IV. **Evaluations of Student Performance:**
There will be three (3) exams during the semester. Standard USF plus and minus grading will be used, except that there will be no plus or minus for the "A" grade. The point weights given to each assignment will be as follows

<u>Assignment</u>	<u>Points</u>
Exam I	100
Exam II	100
Exam III	100
Group Case	30
<u>Group participation</u>	10
Total Points	330

Grading Scale (%)

90 – 100	A	70 – 73	C-
87 – 89	B+	67 – 69	D+
84 – 86	B	64 – 66	D
80 – 83	B-	60 – 63	D-
77 – 79	C+	0 – 59	F
74 – 76	C		

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Exams: The three exams will not be cumulative and the format of each exam will be discussed before it is administered. **There will be no make-up exams, except in dire emergencies.** Students not able to take a scheduled exam for a **legitimate** reason must notify the instructor **in advance** so that a separate exam can be arranged. If you miss a test, you will be required to do a library research project (20-25 pages typewritten) in its place. All materials including lectures, readings, class exercises and discussions are fair game for exams.

Class Notes: Class notes or tapes of class lectures may not be sold.

Team Case: The class will be divided into teams. Each team is responsible for completing the case assigned in class. Since the case requires knowledge of the content of the course to complete it correctly, the case will not be assigned until around the time of the second test. This is not a long case and you should have plenty of time to finish it. Since this is a group project, all members of a group will receive the same group score for the project.

Disabled Students: Any student with a disability is encouraged to meet with me privately during the first week of class to discuss accommodations. Each student must bring a current **Memorandum of Accommodations** from the Office of Student Disability Services which is prerequisite for receiving accommodations. Accommodated examinations through the Office of Student Disability Services require two weeks notice. All course documents are available in alternate format if requested in the student's **Memorandum of Accommodations**.

Grade Changes: Any student that would like to appeal the grade they received for a test or project should see me immediately. Don't wait until the end of the semester if you feel your grade is wrong. If you wish to appeal your final class grade, you must contact me within one month of the start of the following semester.

Plagiarism: Plagiarism will not be tolerated. Students caught plagiarizing other peoples work will be dealt with according to the official University policy. All materials taken from electronic sources must be properly referenced.

Emergencies: In the event of an emergency, it may be necessary for USF to suspend normal operations. During this time, USF may opt to continue delivery of instruction through methods that include but are not limited to: Canvas, etc.

Disabilities: "Students with disabilities are responsible for registering with Students with Disabilities Services in order to receive academic accommodations. SDS encourages students to notify instructors of accommodation needs at least 5 business days prior to needing the accommodation. A letter from SDS must accompany this request."

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V. Learning Goals:

1. Identify the basic theories, concepts, functions, and practices of organization development and change
2. Apply key management concepts, theories, and ethical principles to practical challenges faced in changing organizations
3. How organizations diagnose, organize, and plan change
4. Develop knowledge of sustainable business and how to achieve it

VI. Course Content: The course will be taught using lecture, class discussion, and a written case analysis and discussion.

<u>Meeting</u>	<u>Topic or Activity</u>	<u>Assignment</u>
Jan. 12	Course Introduction	
19	Sustainable Business & Nature of Planned Change	Text Chapt. 2
26	The Change Practitioner & Entering and Contracting	Text Chapt. 3 & 4
Feb. 2	Diagnosing & Diagnostic Information	Text Chapt. 5 & 6
9	Interventions & Managing Change Text Chaps. 2-8	Text Chapt. 7 & 8
16	Exam 1	Text Chaps. 2-8
23	Evaluating Interventions and Individual & Group Process Approaches	Text Chapt. 9 & 10
Mar. 2	Organization Process Approaches & Structural Designs	Text Chapt. 11 & 12
9	Employee Involvement, Work Design, Performance Mgt.	Text Chapt. 13, 14, 15
13-19	Spring Break	Enjoy
23	Exam II	Text Chapt. 9-15
30	Talent Management & Diversity and Wellness	Text Chapt. 16 & 17

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Apr.	6	Change: Transformational, Continuous, Transorganizational	Text Chapt. 18, 19, 20
	13	Triple Bottom Line & Nonindustrial Settings	Text Chapt. 21 & 22
	20	The Future & Leadership for Change	Text Chapt. 23
	27	Negotiating Change & Environments of Business	Case Due
May	4	Final Exam 5:30-7:30 in the same room	