University of Maryland, College Park
Department of Teaching, Learning, Policy and Leadership

EDHI 744: ORGANIZATIONAL THEORY

Fall 2012
Online August 29-December 11

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Instructor

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Students will not be penalized because of observances of their religious beliefs. Whenever possible, students will be given reasonable time to make up any academic assignment that is missed due to participation in a religious observance. It is the student’s responsibility to inform the instructor as soon as possible of any intended absences for religious observances.

A student with a documented disability or any other special needs who wishes to discuss academic accommodations should contact the instructor as soon as possible.

Notes:
All students are expected to abide by the code of academic integrity throughout this course. Academic dishonesty, including cheating, fabrication, and plagiarism will not be tolerated and will be reported to the Student Honor Council. The full text of the code is available on the web at http://www.inform.umd.edu/Campus Info/Departments/jpo/code_acinteg.html.

Course Evaluation
Your participation in the evaluation of courses through CourseEvalUM is a responsibility you hold as a student member of our academic community. Your feedback is confidential and important to the improvement of teaching and learning at the University as well as to the tenure and promotion process. You can go directly to the website (http://www.courseevalum.umd.edu) to complete your evaluations. By completing all of your evaluations each semester, you will have the privilege of accessing the summary reports for thousands of courses online at Testudo.

If you are experiencing difficulties in keeping up with the academic demands of this course, contact the Learning Assistance Service, 2202 Shoemaker Building, 301-314-7693. Their educational counselors can help with time management, reading, math learning skills, note-taking and exam preparation skills. All their services are free to UMD students.

Inclement Weather: The UMCP announces closures on its website. Because this is an online course there will be no interruptions of scheduled activities.

COURSE DESCRIPTION
Critical analysis of organizational theories. Consideration of implications for organizational improvement.
REQUIRED BOOKS and RESOURCES

COURSE PURPOSE
The purpose of the course is to inform student understanding of theories of organizational behavior and their implications for education leadership and policy. A grounding assumption is awareness of theories is essential to research and practice in education leadership and policy. Whether you are trying to introduce an improved curriculum, restructure a department, terminate a program, or cope effectively with transition in leadership, better understanding of organizational behavior helps to reduce surprise, confusion, and catastrophe and enhances organizational improvement.

LEARNING OBJECTIVES
This course aims to strengthen your:
• knowledge of classical and contemporary organizational theories;
• ability to identify and understand concepts from organizational theories across various disciplines and apply them to contemporary policy and leadership issues;
• ability to use your own professional experience to inform your understanding of organizational theory;
• ability to use organizational research to develop conceptual frameworks to guide research and practice;

SCOPE OF THE COURSE
Noted organizational researcher point out that we are living in an “organizational state” in which the major actors in local, national and international policy events are organizations and networks of organizations. Analysts therefore claim that organizations are critical to achievement of goals of peace, prosperity and social justice. Organizational analysis can help achieve these goals, while also highlighting the limitations to what is feasible for organizations.
In this context the course is designed to
• enhance your understanding of the historical context and historical evolution of ideas and thinking about organizing and organizations, and
• introduce you to the issues and topics that an individual who wants to start an organization would have to think about and cope with in carrying out that project.
Although our primary focus will be educational institutions, our discussions will reference issues that are relevant in any organization, from churches to prisons, factories to universities, and we will examine issues from a variety of contexts.
FOCUS OF SESSIONS
Part 1 (Session 2): Introduction: Why study organizations
Part 2 (Sessions 3-4): Organizational Structure and Design:
  • Research and theory on organizational structure and design
Part 3 (Sessions 5-9): Organizational Processes
  • Research and theory on organizational processes: exercising authority, decision making, communicating, managing relations.
Part 4: (Session 10-11) Organizational Performance and Change
  • Research and theory on evaluating organizational performance and undertaking changes.
Part 5: (Sessions 12-14) Culminating Sessions
  • Presentation of Assignment 3: Powerpoint Presentation Comparative Analysis of One Set of Theoretical Commentaries
  • Presentation of Assignment 4: Culminating Organizational Analysis

COURSE ASSIGNMENTS (Detailed outline of assignments below)

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Description</th>
<th>Points</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment 1</td>
<td>Ten commentaries on the relevance of the work of organizational theorists for organizational issues.</td>
<td>4 points each: 40 points Total (HBM Assessed)</td>
<td>Entered in discussion forum for each weekly discussion</td>
</tr>
<tr>
<td>Assignment 2</td>
<td>Ten analyses of comparing issues in two organizations.</td>
<td>5 points each: 50 points total (HBM Assessed)</td>
<td>Entered in organizational analysis wiki for each weekly discussion</td>
</tr>
<tr>
<td>Assignment 3</td>
<td>Powerpoint presentation of a comparative analysis of one set of theoretical commentaries</td>
<td>5 points (Self, Peer &amp; HBM)</td>
<td>Session 13</td>
</tr>
<tr>
<td>Assignment 4</td>
<td>Culminating Organizational Analysis of changes in two organizations studied in Assignment 2.</td>
<td>5 points (Self, Peer &amp; HBM)</td>
<td>Session 14b</td>
</tr>
</tbody>
</table>

POINT DISTRIBUTION FOR GRADES FOR COURSE:
A+ = 95-100; A = 89-94; A- 83-88; B+ 77-82; B = 71-76; B- = 65 – 70; C + = 59- 64
Assignment 1:

Ten Discussion Thread Commentaries

• 40 points (HBM Assessed)

Overview of Assignment 1

In the course textbook, Tolbert and Hall reference the work of organizational theorists to support their claims about organizational structures, processes and outcomes whose work you will find in Safritz, Ott and Jang’s compilation of classic articles of organizational theory. Assignment 1 requires that you read 10 original articles Tolbert and Hall reference and comment on the relevance of the theoretical claims of the original work for how you would go about studying organizations and organizing processes that you are familiar with.

Commentary Requirements

Each week between Sept. 5th and November 11th, you will prepare and then post a commentary on the Assignment 1 Discussion Forum thread for responding to the prompt that directs you to consider the relevance of one of the classic articles referenced by Tolbert and Hall for the two organizations that you will focus your organizational analysis upon (in Assignment 2). This will require that you:

• choose and read one the classic articles in Shafritz et al.’s book referenced in by Tolbert and Hall in the chapter that we will discuss during our weekly wimba sessions.
• post your (500 word maximum) commentary to the session discussion thread
• be prepared to discuss your commentary during our weekly wimba session.

See the schedule for the list of assignment 1 prompts. These will be placed on the Assignment 1 Discussion Forum.

Commentary Assessment

I will assess the commentaries in three sets:

• Commentaries 1-3: all entered for my review by September 25th (4 points each)
• Commentaries 4-7: all entered for my review by October 23rd (4 points each)
• Commentaries 8-10: all entered for my review by November 13th (4 points each)

Assignment 1: 40 Total Points

Evaluation Rubric for Assignment 1 Commentaries

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Proficiency Level</th>
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</thead>
<tbody>
<tr>
<td>Evidence of awareness of concepts definitions and procedures discussed in readings in commentaries</td>
<td>Rudimentary: There is little or no evidence of awareness of concepts, definitions and procedures discussed in readings in commentaries</td>
</tr>
<tr>
<td></td>
<td>Developing: There is limited evidence of awareness of concepts, definitions and procedures discussed in readings in commentaries</td>
</tr>
<tr>
<td></td>
<td>Proficient: There is clear evidence of awareness of concepts, definitions and procedures discussed in readings in commentaries</td>
</tr>
<tr>
<td></td>
<td>Accomplished: There is clear and consistent evidence of awareness of concepts, definitions and procedures discussed in readings in commentaries</td>
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<tr>
<td>Points</td>
<td>.5 - 1 points</td>
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<tr>
<td></td>
<td>1.5 - 2 points</td>
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<td></td>
<td>2.5 - 3 points</td>
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<td>3.5 - 4 points</td>
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Assignment 2:

Ten Analyses of Aspects of Organizational Structures, Processes and Outcomes in Two Focus Organizations

- 50 points (HBM Assessed)

Description

In Sessions 2 to 10 you will respond to prompts asking you to analyze the organizational issue raised in the readings for the sessions raised in two organizations that you are familiar with. Through these analyses you will uncover different aspects of the organizational structures, processes and outcomes of the two organizations you will analyze. Your analyses will be entered on your individual Organizational Analysis Wiki site. (target length: about 500 words per analysis)

See the schedule for the list of assignment 2 prompts. These will be placed in your Assignment 2 Wiki

Assessment of Analyses

I will assess the analyses in three sets:

- Analysis 1-3: all entered for my review by September 25th (5 points each)
- Analysis 4-7: all entered for my review by October 23rd (5 points each)
- Analysis 8-10: all entered for my review by November 13th (5 points each)

Assignment 2: 50 Total Points

Evaluation Rubric for Assignment 2

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Proficiency Level</th>
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</thead>
<tbody>
<tr>
<td>Awareness of concepts definitions and procedures presented in postings in the A1 Wiki entries</td>
<td>Rudimentary: There is little or no evidence of awareness of concepts, definitions and procedures</td>
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<tr>
<td>Each A2 entry</td>
<td>0-1 points</td>
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</table>
**Assignment 3:**

Powerpoint Presentation Comparative Analysis of One Set of Theoretical Commentaries
- 5 points- Peer & Self & HBM Evaluation (averaged)

**Description**

On November 13\textsuperscript{th} I will randomly assign one of the sets of commentaries you and classmates prepared for Assignment 1 to be the focus for your comparative analysis of the theoretical commentaries each person offered.

Your analysis will include the following:

- Summaries of theoretical issues raised in each commentary
- Comparison of approaches by theorists referenced
- Lessons for conducting organizational analysis

Your analyses should be entered onto the powerpoint template that I will post the Assignment 3 wiki.

**Due: Session 14:** Presentations of Powerpoints

**Evaluation: (5 points- Peer & Self Evaluation)**

<table>
<thead>
<tr>
<th>Criteria</th>
<th><strong>Proficiency Level</strong></th>
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<tbody>
<tr>
<td>Awareness of concepts definitions and procedures presented in analysis.</td>
<td><strong>Rudimentary:</strong> There is little or no evidence of awareness of concepts, definitions and procedures</td>
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<td>0-1 points</td>
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Assignment 4: Culminating Organizational Analysis

- 5 points - Peer & Self Evaluation

Description
Assignment 4 is your culminating organizational analysis. It requires that you pick a change that occurred within each of your organizations that you witnessed, or heard about. Then respond to this prompt:

- What were the factors that led to the change, and what was the process through which each change occurred. Compare the relative success of the changes in the two organizations.
- Reference readings from session 11 in your final organizational analysis.

Enter relevant information and data on your Assignment 4 Wiki for peers to review.

Due: Session 13

- You will present your culminating organizational analysis in our session 13 wimba session. Peers (and HBM) will refer to your Assignment 4 Wiki when evaluating your analysis using these criteria:

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Proficiency Level</th>
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</thead>
<tbody>
<tr>
<td>Wiki demonstrates awareness of concepts, definitions and procedures referenced in readings on organizational change.</td>
<td>Rudimentary: There is little or no evidence of awareness of concepts, definitions and procedures</td>
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<td></td>
<td>Developing: There is limited evidence of awareness of concepts, definitions and procedures</td>
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<tr>
<td></td>
<td>Proficient: There is clear evidence of awareness of concepts, definitions and procedures</td>
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<td>Accomplished: There is clear and consistent evidence of awareness of concepts, definitions and procedures</td>
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<td>3-4 points</td>
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<td>4.5-5 points</td>
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COURSE METHODS:

ONLINE MODES OF DELIVERY: The course will be delivered online through the elms Blackboard system- in two modes:

Synchronous modes: We will meet weekly (as agreed) “online” in the course wimba room to discuss readings, commentaries and briefings.

Asynchronous modes: You will submit activities and assignments to the designated sites on the course elms site
COURSE EXPECTATIONS

Instructional strategies used in the course are based on a variety of organizational modes intended to foster creative dialogue, so students should be prepared to be flexible in participating in and leading class and asynchronous (online) discussions. **It is assumed that every class member will:**

- complete assignments in a timely fashion,
- contribute freely and meaningfully online class discussion forum, Wimba sessions, wikis and Blogs.

In addition to these common expectations, each student will prepare responses to specified assignments submitted to the course Blackboard site. Please review the following resources on the Student Resources on the elms site:

- Blackboard Student Guide (pdf)
- Navigating the Discussion Board in Elms
- Using a Blog (pdf), Using a Wiki (pdf), Self and Peer Assessments (pdf)
### SCHEDULE OF COURSE ACTIVITIES

<table>
<thead>
<tr>
<th>Date</th>
<th>Readings from Tolbert &amp; Hall</th>
<th>Assignment 1: Commentaries on Readings from Shafritz et al.</th>
<th>Assignment 2: Organizational Analysis</th>
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</thead>
</table>
| **Session 1.**  
Wed  
Aug 29- Tues  
Sept. 4 | Purchase Tolbert & Hall Shafritz et al. | First online meeting: Review of Assignment 1 | First online meeting: Review of Assignment 2  
Identify two organizations that you are familiar with and can use as the focus for comparative organizational analysis |

### Part 1: Thinking About Organizations

Part 1 of the Course focused on thinking about organizations is covered in:  
**Session 2:** Wed Sept 5-Tues Sept 11  
**Focus:** How can we understand organizations and organizing?  
**Readings:**  
- Tolbert & Hall, Chapter 1: Thinking About Organizations pp. 1-18  
- Shafritz et al.: One article referenced by Tolbert & Hall in Chapter 1.  

See Below: Detailed Description of Part 3: Assignment 1 and Assignment 2

| Session 2.  
Wed Sept 5-  
Tues Sept 11 | Chapter 1: Thinking About Organizations pp. 1-18 | Commentary 1: (4 points)  
Which theorist referenced by Tolbert & Hall can help you think about the organizations you are analyzing? Why? | Organizational Analysis:  
Prompt 1: (5 points)  
Think about two organizations with which you are very familiar. They can be places where you worked or are working, athletic teams, fraternities or sororities, clubs, religious organizations, or other organizations that you can describe.  
What are the outcomes of these organizations? Reference readings for this session in your organizational analysis |
Part 2: Organizational Structures

Part 2 of the course focused on Organizational Structures is covered in:

**Session 3**: Wed Sept 12-Tues Sept 18

**Focus**: Organizational Structure: Key Dimensions

**Readings**:
- Tolbert & Hall, Chapter 2: pp. 19-43
- Shafritz et al.: One article referenced by Tolbert & Hall in Chapter 2.

**Session 4**: Wed Sept 19-Tues Sept 25

**Focus**: Organizational Structure: Explanations

**Readings**:
- Tolbert & Hall, Chapter 3: pp. 44-67
- Shafritz et al.: One article referenced by Tolbert & Hall in Chapter 3.

See Below: Detailed Description of Part 3: Assignment 1 and Assignment 2

<table>
<thead>
<tr>
<th>Session 3.</th>
<th>Chapter 2: Organizational Structure: Key Dimensions : pp. 19-43</th>
<th>Commentary 2: (4 points) Which theorist referenced by Tolbert &amp; Hall can help you understand the key structural dimensions of organizations you are analyzing? Why?</th>
<th>Organizational Analysis Prompt 2: (5 points) Compare the levels of horizontal complexity, formalization, and centralization of your two organizations. Discuss how variations in these dimensions might affect your reactions to being a member. Reference readings for this session in your organizational analysis.</th>
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<tr>
<td><strong>Wed Sept 12-</strong></td>
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<tr>
<td><strong>Tues Sept 18</strong></td>
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<tr>
<th>Session 4.</th>
<th>Chapter 3: Organizational Structure: Explanations: pp. 44-67</th>
<th>Commentary 3: (4 points) Which theorist referenced by Tolbert &amp; Hall can help you explain the organizational design of organizations you are analyzing? Why?</th>
<th>Organizational Analysis Prompt 3: (5 points) Explain how well the organizational design explanations do or do not fit your two organizations. Reference readings for this session in your organizational analysis.</th>
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<td><strong>Wed Sept 19-</strong></td>
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<td><strong>Tues Sept 25</strong></td>
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### Part 3: Organizational Processes

Part 3 of the course focused on Organizational Processes is covered in:

#### Session 5: Wed Sept 12-Tues. Sept 18
**Focus:** Power and Power Outcomes  
**Readings:**  
- Tolbert & Hall, Chapter 4: pp. 68-88  
- Shafritz et al.: One article referenced by Tolbert & Hall in Chapter 4.

**Focus:** Leadership  
**Readings:**  
- Tolbert & Hall, Chapter 5: pp. 89-109  
- Shafritz et al.: One article referenced by Tolbert & Hall in Chapter 5.

**Focus:** Decision-Making  
**Readings:**  
- Tolbert & Hall, Chapter 6: pp. 110-120  
- Shafritz et al.: One article referenced by Tolbert & Hall in Chapter 6.

**Focus:** Communication  
**Readings:**  
- Tolbert & Hall, Chapter 7: pp. 121-138  
- Shafritz et al.: One article referenced by Tolbert & Hall in Chapter 7.

**Focus:** Managing Organizational Environments: Concepts of the Environment  
**Readings:**  
- Tolbert & Hall, Chapter 8: pp. 139-160  
- Shafritz et al.: One article referenced by Tolbert & Hall in Chapter 8.

#### Session 10: Wed. Oct 31- Tues. Nov. 6th
**Focus:** Managing Organizational Environments: General Paradigm  
**Readings:**  
- Tolbert & Hall, Chapter 9: pp. 161-185  
- Shafritz et al.: One article referenced by Tolbert & Hall in Chapter 9.

See Below: Detailed Description of Part 3: Assignment 1 and Assignment 2
| Session 5. | Wed. Sept 26- Tues. Oct. 2 | Chapter 4:  
Power and Power Outcomes: pp. 68-88 | Commentary 4:  
(4 points)  
Which theorist referenced by Tolbert & Hall can help you explain the power and power outcomes of organizations you are analyzing? Why? | Organizational Analysis  
Prompt 4: (5 points)  
Describe three instances of the exercise of power in your organizations, and discuss the outcomes in terms of compliance and conflict. Reference readings for this session in your organizational analysis. |
|---|---|---|---|---|
| Session 6 | Wed Oct. 3- Tues. Oct 9 | Chapter 5:  
Leadership: pp. 89-109 | Commentary 5:  
(4 points)  
Which theorist referenced by Tolbert & Hall can help you explain the leadership of organizations you are analyzing? Why? | Organizational Analysis  
Prompt 5: (5 points)  
Describe the leadership styles that are present in your two organizations. Reference readings for this session in your organizational analysis. |
| Session 7 | Wed. Oct 10- Tues. Oct. 16 | Chapter 6:  
Decision-Making: pp. 110-120 | Commentary 6:  
(4 points)  
Which theorist referenced by Tolbert & Hall can help you explain the decision-making processes in the organizations you are analyzing? Why? | Organizational Analysis  
Prompt 6: (5 points)  
Describe the decision-making processes in your two organizations. What are the issues? Who participates?. Reference readings for this session in your organizational analysis. |
| Session 8 | Wed. Oct 17- Tues. Oct. 23 | Chapter 7:  
Communication: pp. 121-138 | Commentary 7:  
(4 points)  
Which theorist referenced by Tolbert & Hall can help you explain the communication processes in the | Organizational Analysis  
Prompt 7: (5 points)  
Describe the extent to which communication omission, distortion, and overload take place in your two organizations. Why does this happen? Reference readings for this session in your organizational analysis. |
<table>
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<tr>
<th>Session 9</th>
<th>Chapter 8: Managing Organizational Environments: Concepts of the Environment: pp. 139-160</th>
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<tbody>
<tr>
<td>Commentary 8: (4 points) Which theorist referenced by Tolbert &amp; Hall can help you explain the organizational environments of the organizations you are analyzing? Why?</td>
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<tr>
<td>Organizational Analysis Prompt 8: (5 points) What are the most critical elements of the environments of your two organizations? Reference readings for this session in your organizational analysis.</td>
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<tr>
<th>Session 10</th>
<th>Chapter 9: Managing Organizational Environments: General Paradigms: pp. 161-185</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commentary 9: (4 points) Which theorist referenced by Tolbert &amp; Hall informs the theoretical paradigm you find most helpful in explaining the organizational environments of the organizations you are analyzing? Why?</td>
<td></td>
</tr>
<tr>
<td>Organizational Analysis Prompt 9: (5 points) Which theoretical paradigms do you find most relevant to explaining how to manage the environments of each of your two organizations? Why? Reference readings for this session in your organizational analysis.</td>
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## Part 4: Organizational Outcomes

Part 4 of the course focused on Organizational Outcomes is covered in:

### Session 11: Wed. Nov. 7th–Tues. Nov. 13th

**Focus:** Organizational Performance and Change

**Readings:**
- Tolbert & Hall, Chapter 10: pp. 186-209
- Shafritz et al.: One article referenced by Tolbert & Hall in Chapter 10.

<table>
<thead>
<tr>
<th>Session11</th>
<th>Chapter 10: Organizational Performance and Change: pp. 186-209</th>
<th>Commentary 10: (4 points) Which theorist referenced by Tolbert &amp; Hall can help you explain the goals, environments and stakeholders of the organizations you are analyzing? Why?</th>
<th>Organizational Analysis Prompt 10: (5 points) Discuss the goals, environments, and stakeholders of your two organizations. To what degree are contradictions or conflicts present? Reference readings for this session in your organizational analysis.</th>
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<tr>
<th><strong>Part 5: Culminating Sessions</strong></th>
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| **Session 12 and Thanksgiving**  
**Wed. Nov. 14th-Tues. Nov. 27**  
**Working Week & Thanksgiving**  
**Prepare:**  
**Assignment 3:**  
Powerpoint Presentation Comparative Analysis of One Set of Theoretical Commentaries  
**Due:** Session 14 (5 points- Peer & Self Evaluation)  
**Prepare:** Assignment 4:  
Presentation of Culminating Organizational Analysis:  
Pick a change that occurred within each of your organizations that you witnessed, or heard about. What were the factors that led to the change, and what was the process through which each change occurred. Compare the relative success of the changes in the two organizations. Reference readings from session 11 in your final organizational analysis.  
**Due:** Session 13 (5 points- Peer & Self Evaluation) |
| **Session 13.**  
**Wed. Nov. 28th-Tues. Dec. 4th**  
**Presentation of Assignment 4: Culminating Organizational Analysis:**  
Pick a change that occurred within each of your organizations that you witnessed, or heard about. What were the factors that led to the change, and what was the process through which each change occurred. Compare the relative success of the changes in the two organizations. Reference readings from session 11 in your final organizational analysis.  
**Due:** Session 13 (5 points- Peer & Self Evaluation) |
| **Session 14.**  
**Wed. Dec. 5th-Tues. Dec. 11th**  
**Presentation of Assignment 3:**  
Powerpoint Presentation Comparative Analysis of One Set of Theoretical Commentaries  
**Due:** Session 14 (5 points- Peer & Self Evaluation) |