COURSE DESCRIPTION:

In this course students examine various approaches to understanding organizations with particular emphasis on problem identification and leadership as they contribute to problem solution. Primary topics include: understanding structural, human resource, symbolic, and political organizational frames; and organizational behavior and theory.

RELATIONSHIP OF THIS COURSE TO PROGRAM KNOWLEDGE BASE:

Learning experiences of this course contribute to students' understanding of the underlying beliefs of the UNC ELPS leadership development program; particular emphasis is given to the underlined statements below:

- Human growth and development are lifelong pursuits;
- Organizations are artifacts of a larger society;
- Learning, teaching, and collegiality are fundamental activities of educational organizations;
- Validated knowledge and active inquiry form the basis of practice;
- Moral and ethical imperatives drive leadership behavior;
- Leadership encompasses a learned set of knowledge, skills, and attitudes; and
- Leaders effect positive change in individuals and organizations.

RELATIONSHIP OF THIS COURSE TO STANDARDS FOR COLORADO EDUCATORS:

The emphases in this course address key aspects of the Colorado Standards for principal and administrator licensure.

COURSE OBJECTIVES:

Course objectives are intended to provide students with knowledge bases, skills and behaviors, and attitudes related to improving organizations. Participants will:

1. Compare and contrast the structural, human resource, political, and symbolic approaches to studying organizations.
2. Identify the major theorists associated with each of the four frames.
3. Provide examples of specific leadership/management behaviors associated with the four frames.
4. Give examples of practical management tools associated with each of the four frames.
5. Improve skills in the ability to seek out relevant data and analyze complex information to determine the important elements of a problem situation.
6. Develop an understanding of the systemic perspective of organizations.
7. Review the social systems model and its application to schools and other organizations.

8. Understand the importance and value of leadership in solving organizational problems.

9. Develop skill in using different theories and frameworks to analyze and solve organizational problems.

10. Critically analyze the differences between leadership skills and management skills in an educational setting.

11. Assess the importance of leadership in developing a positive organizational climate.

12. Understand the process of organizational change as applied to educational organizations.

Required Texts:

ASSIGNMENTS/PERFORMANCE ASSESSMENTS:

The primary assignment for this course involves the development of an organizational problem case study, analysis and solution. Each student will develop a narrative depicting an organizational problem he/she has experienced. This will be followed by four short analyses in which students will revisit the organizational problem and analyze the situation through each of the four organizational frames described in the text. A final paper will frame a proposed solution to the problem based upon a synthesis of the four organizational frames. Additional information on these assignments is presented in a separate handout.

There are no examinations – demonstration of the mastery of course content and applications is through in-class and out-of-class assignments. It is assumed that students enrolled will be self-directed learners who actively participate in collaborative learning and class activities.

Evaluation
Final grades will be derived from assessments of each student’s oral and written performance.

<table>
<thead>
<tr>
<th>Evaluation Area</th>
<th>Weight</th>
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<tbody>
<tr>
<td>I. Organizational Problem Case Study and Analysis</td>
<td>25%</td>
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<tr>
<td>See handout for detailed description of this series of related assignments. The description of the organizational problem and each frame analysis will be presented orally and in writing to a peer review group. As a member of the review team you are expected to provide critical feedback.</td>
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<tr>
<td>II. Final Project - Problem Solution Paper</td>
<td>50%</td>
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<td>Incorporates structural, human resource, political, and symbolic frames in a systemic approach to solution of identified organization problem.</td>
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<tr>
<td>III. Class Participation</td>
<td>25%</td>
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<td>Students are expected to attend and actively participate in class, including individual and group participation.</td>
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Participation includes:
- providing informed opinion and relevant commentary
- raising insightful, thought provoking questions and observations
• providing leadership and followership in group work
• helping monitor and provide feedback in terms of group norms
• displaying a professional demeanor
• accepting responsibility for preparation for each class session, completion of work on schedule

This final grade for this course is a letter grade, with expectations for performance consistent with Graduate School expectations as stated in the University Catalog.

Bibliography


