

LOS 300

Organizational Theory

Fall 2008

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The goal of this course is not only to expose you to major principles of organizational theory, but also to help you use these theoretical concepts in meaningful ways. You will learn techniques for analyzing organizational issues, problem solving, and communicating your ideas effectively. In order to help you articulate your ideas about the concepts we will be exploring, you will be asked to do many formal and informal writings about content topics and to actively participate in class discussions.

Texts

Required

Bolman, L., & Deal, T. (2008). *Reframing organizations*. San Francisco, CA: Jossey-Bass.
Hacker, D. (2006). *The Bedford handbook*. Boston, MA: Bedford.
Morgan, G. (1989). *Creative organizational theory*. Newbury Park, CA: Sage.

Course Outline

Class One Spt. 2	Course Orientation <i>Morgan Mindstretchers 1-20, Types of Knowledge, Orientation to primary sources</i>
Class Two Spt. 9	Making Sense of Organizations <i>Case groups assigned</i> Readings: Bolman & Deal - Chpts. 1 & 2 Morgan - Reading 21 Ways of Seeing, Ways of Knowing (on course site) Assignments Due: Applications for Bolman & Deal chapters 1 & 2 APA cites & 3-5 sentence summaries for 2 articles on discussion board
Class Three Spt. 16	The Structural Frame Readings: Bolman & Deal - Chpts. 3, 4, & 5 Assignments Due: Applications for any two of the Bolman & Deal chapters APA cites & 3-5 sentence summaries for 2 articles on discussion board
Class Four Spt. 23	The Human Resource Frame Readings: Bolman & Deal - Chpts. 6, 7, & 8 Transforming Knowledge (on course site) Mindsets (on course site) Assignments Due: Applications for any two of the Bolman & Deal chapters APA cites & 3-5 sentence summaries for 2 articles on discussion board

Class Five Spt. 30	The Political Frame Readings: Bolman & Deal - Chpts. 9, 10, & 11 Eclipse of the Public (on course site) Assignments Due: Applications for any two of the Bolman & Deal chapters APA cites & 3-5 sentence summaries for 2 articles on discussion board
Class Six Oct. 7	Case Study Analysis Readings: none Assignments Due: Group project tasks APA cites & 3-5 sentence summaries for 2 articles on discussion board
Class Seven Oct. 21	Case presentations Readings: none Assignments Due: Case presentation and paper
Class Eight Oct. 28	The Symbolic Frame Readings: Bolman & Deal - Chpts. 12, 13, & 14 Assignments Due: Applications for any two of the Bolman & Deal chapters
Class Nine Nov. 11	Organizations as Brains & Organizations as Organisms Readings: Morgan - Readings 27-49 Assignments Due: Applications for any two of the Morgan readings
Class Ten Nov. 18	Organizations as Machines Readings: Peer edit guidelines Morgan - Readings 22-26 Assignments Due: Two copies of final paper draft Applications for any two of the Morgan readings
Class Eleven Nov. 25	Organizations as Cultures & Organizations as Political Systems Readings: Morgan - Readings 50-64 Assignments Due: Peer edits of two of your classmates' reports Applications for any two of the Morgan readings
Class Twelve Dec. 2	Organizations as Psychic Prisons & Organizations as Instruments of Domination Readings: Morgan - Readings 65-73 Assignments Due: Final papers
Class Thirteen Dec. 9	Improving Leadership Practice Readings: Bolman & Deal - Chpts. 15-21 Learning Communities (on course site) Assignments Due: Applications for any two of the Bolman & Deal chapters

At any point in the semester, if you encounter difficulty with the course or feel you could be performing at a higher level, consult with us. Students experience difficulties in courses for a variety of reasons. For problems with writing skills, see someone in the Writing Center (room 187, 753-6513), and with other academic skills, see Margaret Park (room 129, 753-6573). For help with computer skills, see the computer tutors in the information commons (room 118, 753-6540). To receive personal counseling, see Pauline Pierre (USM administrative office, 753-6552). For academic support for students with disabilities, see Mary Sylvain-Leonas (room 127, 753-6561).

Grading

In order to pass the course **all** work must be completed.

20 pts. Participation

Attendance is extremely important. Missing class, coming late, or leaving early is *not* recommended. Classroom discussions will focus on developing your ability to use the material we will be covering in meaningful ways. Also, please note that participation is 10% of your grade. If you *must* miss class, contact us in advance to make arrangements to get handouts, announcements, etc. If you miss three or more classes, you will lose *all* points for attendance and will be expected to do additional work.

Most class periods we will reserve about an hour of the class for **student led discussions**.

When you are selected to lead discussions, you will be expected to engage the rest of the class in lively exchanges about the topics we are exploring that day.

40 pts. Group case presentation and paper

The class will be divided into groups September 9th to prepare creative and engaging 15-minute **case presentations** for October 21st. As a group, you will do a thorough analysis of the case you choose and prepare answers for each of the questions that accompany it. In your class presentations, you will give a *brief* summary of the case and then present your answers to the questions. In addition, your group will be expected to hand in your case question answers in written form (a 4-6 page paper).

60 pts. Weekly assignments

You will hand in **reading applications** for some of the readings assigned. Each one page, informal response should identify and briefly explain the concept in the reading which you found most beneficial/interesting and then use an illustrative example to state how this concept *may be applied* to your experiences in organizations.

80 pts. Final paper

You will write an **in-depth organizational analysis** as your final assignment. We will be discussing this assignment a number of times throughout the term. In addition, we encourage you to meet with us during office hours or with someone in the Writing Center if you wish more input while you are writing the final. Two copies of a well-developed draft of your report are due November 18th. You will be giving this draft to two of your classmates for their comments. These peer evaluations are due November 25th. Your final report will be due December 2nd. Finals will be evaluated not only for content, but also for structure, grammar, spelling, etc. After papers are returned, students who wish to may further revise their work. All revisions will be due December 19th.

Grading Scale

A	186 to 200 pts.	C	146 to 153 pts.
A-	180 to 185 pts.	C-	140 to 145 pts.
B+	174 to 179 pts.	D+	134 to 139 pts.
B	166 to 173 pts.	D	120 to 133 pts.
B-	160 to 165 pts.	F	0 to 119 pts.
C+	154 to 159 pts.		

If you need course adaptations or accommodations because of a disability, please make an appointment with me as soon as possible.