**Instructor:** Tim Atkinson, Ed.D., Affiliated Faculty, Interdisciplinary Ph.D in Leadership. Phone/Text: 501-349-1927 E-mail: timatki@gmail.com

**Mtg Time:** Monday evenings, 6-9

**Texts:**

**Description:**
The course is a doctoral-level experience that examines organizations as an academic discipline from three levels of analysis: Social Psychological, Organizational and Ecological. The course examines various organizational structures and configurations; organizations as rational, natural and open systems; the impact of culture, politics, society, and symbols on organizations; rational choice and the relationship between human nature and organizations. Scholars will investigate constructs from research to explain behaviors and events in an organizational setting. Students gain understanding of factors that influence the leadership skills and motivation of leaders, employees and networks in complex organizations. The course is conducted through lecture, literature critiques, extensive discussion, presentations and a final comprehensive question.

**Objectives:**
A. Evaluate organizations as an academic area of study
B. Evaluate organizational models and metaphors.
C. Evaluate forces that impact organizations.
D. Create strategies for conceptual flexibility
E. Create/Synthesize new ideas with Leadership Theory with Organization Theory.
F. Create/Synthesize leadership strategies for shifting contexts.
G. Evaluate organizations through various interpretive frameworks.
H. Evaluate organizational dynamics with organizational and leadership theory.
I. Combine concepts and create new ideas concerning organizational leadership
**Technical:** You must have an email address and an email account. We will use Google Classroom for assignments.

**Statement:** In this learning environment, you are expected to exhibit a high level of maturity and independence. Respectfully discuss issues with your colleagues with an eye on learning, perspective and advancement. This is not a silly debate class. Most of all, we do not start out with perfect knowledge of the subject and with full knowledge of organizational theory and leadership, so it is necessary to discuss what we are learning. I learn something new every time I teach a course. Personal reflection is necessary to be an effective leader.

**Assessment:** Please read everything I give you, and prepare to discuss or write about the material like a scholar at any moment. Sometimes I will provide articles that are not in the syllabus, and they are fair game for assessment. You will be evaluated weekly using in-class and out-of-class assignments. Evaluations are based on the successful completion and on-time submission of the assignments as outlined in the syllabus. Late assignments are not allowed. The assignment loses one letter grade for each day past due. No exceptions. Do not ask unless you have a serious medical issue that requires attention. A stuffy nose or a headache is not a serious medical condition.

**Policies:** Please contact the Office of Disability Support Services at 450-3135 if you need accommodations under the Americans with Disabilities Act. Students are expected to exhibit a high level of moral development and ethics. Under UCA policy, the instructor will withdraw with a WF any student engaging in academic dishonesty or plagiarism. Students are expected to read the UCA Student Handbook for the academic misconduct policy and policies on sexual harassment. HYPERLINK "http://uca.edu/board/files/2010/11/709.pdf" Become familiar with the policies described in the Student Handbook, including the sexual harassment policy and policies outlining other academic procedures.

**Activities:**

**Class Participation:** Class participation will be highly involved, varied, and will include activities such as Ph.D. student guest lectures, critiques, and reverse case study. (See schedule on the last page.) All activities will train you for the final three products.

**Final Journal Article Critique:** We will pick classic articles from the list in the syllabus or other journals. 7-10 pages, double-spaced. See chart at end of this syllabus.

**Final Journal Article Presentation:** Conduct one high-quality, fifteen (15) minute presentation on the journal article critique. See chart at the end of this syllabus

**Final Comprehensive Question:** Between 20-25 pages, double-spaced. I will give you the question. See chart at the end of this syllabus.

**Scoring:**

- Class Participation (Cases, Lectures, Critiques) 30%
- Final Journal Article Critique 20%
- Final Journal Article Presentation 20%
- Organizational Theory Final Question 30%

Scoring: 90=A, 80=B, 70=C, 60=D, 50=F
Bibliography and Selected Readings (You must search the library for all articles)


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<thead>
<tr>
<th>Date</th>
<th>Themes</th>
<th>Readings</th>
<th>Activities</th>
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<tbody>
<tr>
<td>Jan</td>
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<tr>
<td>11</td>
<td>Organizing, Systems</td>
<td>Ch 1 : Scott &amp; Davis, Ch 1, 2: Bolman &amp; Deal Ch 1 : Weick; Clark (1972); Assigned readings from Goldstein.</td>
<td>Introductory Remarks, Create Teams</td>
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<tr>
<td>18</td>
<td>no class mlk</td>
<td>Weick (1976); Weick (1993); Bunderson, Stuart, Thompson (2009)</td>
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<td>25</td>
<td>Rational Systems and Structure</td>
<td>Ch 2 : Scott &amp; Davis; Ch 3, 4, 5 : Bolman &amp; Deal; Ch 2 : Weick Eisenhardt (1989); Assigned readings from Goldstein</td>
<td>Ph.D. Student Guest Lecturers Dropbox: one page critique of Weick, (1976)</td>
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<td>Feb</td>
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<td>1</td>
<td>Natural Systems, Agency Theory, Rational Choice</td>
<td>Ch 3, 7 : Scott &amp; Davis; Ch 6, 7, 8 : Bolman &amp; Deal; Ch 3 : Weick Barley, Stephen, Tolbert (1997); Rothaemel, Frank &amp; Alexander (2009)</td>
<td>Ph.D. Student Guest Lecturers.</td>
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<td>8</td>
<td>Opens Systems, Politics, Power and Goals</td>
<td>Ch 4, 8 : Scott &amp; Davis; Ch 9, 10, 11, Bolman &amp; Deal; Ch 4 : Weick; Davis (1991); Assigned readings from Goldstein.</td>
<td>Reverse case study prep</td>
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<td>15</td>
<td>Institutional Theory</td>
<td>Ch 5 &amp; 6 : Scott &amp; Davis</td>
<td>Dropbox a one page critique of Ch 5 Scott &amp; Davis</td>
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<td>22</td>
<td>Institutional Theory</td>
<td>Ch 9 : Scott &amp; Davis; Ch 12, 13, 14 : Bolman &amp; Deal Ch 5 Weick; Meyer and Rowan (1977); Zucker (1977); Goldstein.</td>
<td>Ph.D. Student Lectures, Work Cases</td>
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<td>29</td>
<td>Institutional Theory</td>
<td>Ch 10 : Scott &amp; Davis; Ch 15 : Bolman &amp; Deal; Ch 6 : Weick Dimaggio &amp; Powell (1983); Hasselbladh, Hans &amp; Kallinikos (2000)</td>
<td>Reverse case study prep</td>
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<td>March</td>
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<td>7</td>
<td>Networks, Change, Environments, Meaning</td>
<td>Ch 10, 11: Scott &amp; Davis; Ch 16 : Bolman &amp; Deal; Ch 7 : Weick Bartel &amp; Garud (2009); Movva (2004); Goldstein.</td>
<td>Reverse Case Study</td>
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<td>14</td>
<td>Networks, Change, Environments, Meaning</td>
<td>Ch 12, 13, 14 : Scott &amp; Davis; Ch 8 : Weick; Suarez &amp; Olivia (2005); Taylor &amp; Hansen (2005); Whittington, Kjersten, Owen-Smith, Powell (2009)</td>
<td>PhD. Student Guest Lectures</td>
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<td>21</td>
<td>no class spring break</td>
<td>Ch 17, 18: Bolman &amp; Deal: Glatter (2006); Pope &amp; Miller (2005); Holstein.</td>
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<td>April</td>
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<td>4</td>
<td>Positive Approaches to Organizational Analysis</td>
<td>Cameron, Dutton, Quinn (2003); Peterson &amp; Seligman (2003); Wright (2003); Pavlovich &amp; Krahne (2012)</td>
<td>Final Reverse Case Study</td>
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<td>11</td>
<td>Organizational Scholarship</td>
<td>David &amp; Bitektine (2009); Mumford, Friedrich, Caughron, Antes (2009)</td>
<td>Presentations</td>
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<td>18</td>
<td>Critiques and Presentations</td>
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<td>Answer to Final Question Presentations</td>
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<td>25</td>
<td>Critiques and Presentations</td>
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