LEAD 7303 Leadership and Complex Organizations
Course Syllabus
Spring 2012

Class time/location: Saturday (Jan 28, Feb 18, Mar 31, Apr 28). The course is a hybrid, so we will use both traditional classroom and online methods. We will meet once per month on a Saturday based on the schedule attached to the end of the syllabus. The advantage is that assignments are due using an asynchronous format, meaning you can work at your own pace on the assignments and there is no online “meeting time”. At the same time you will be able to work at your own pace until the monthly meeting time, and be prepared for activities, assignments and discussions at the Saturday meetings. All assignments are due in Blackboard by the posted deadline. Blackboard will be the hub of activity for the class.

Instructor: Tim Atkinson, Ed.D., Assistant Provost/Director of Sponsored Programs; Assistant Professor, Department of Leadership Studies. Office Location: Torreyson West 324. Phone: 501-450-3451. E-mail: tatkinson@uca.edu; Office Hours: 8-5 M-F

Research Assistant: Damond Jackson, M.Div.

Required Textbooks:


Course Description: The course examines organizations as an area of study and 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. Students 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 final question.

Course Objectives:

- Investigate organizations as an area of study.
- Analyze organizational models and metaphors.
- Explore forces that impact organizations.
- Develop/refine strategies for conceptual flexibility, reframing of organizations.
- Become familiar with the literature in leadership studies.
- Develop a historical, philosophical and practical understanding of organizations.
- Analyze organizations from modern, symbolic-interpretive and post-modern descriptive lens.
Evaluation: Evaluations are based on the successful completion and on-time submission of assignments as outlined in the syllabus. The Blackboard calendar shows the assignment due dates. Late assignments are not allowed. The assignment loses one letter grade for each day past due. No exceptions. Do not ask.

Academic 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. [http://uca.edu/board/files/2010/11/709.pdf](http://uca.edu/board/files/2010/11/709.pdf)

Other Policies: Become familiar with the policies described in the Student Handbook, including the sexual harassment policy and policies outlining other academic procedures.

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<thead>
<tr>
<th>Date(s)</th>
<th>Assignment(s), Readings</th>
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<tbody>
<tr>
<td>Jan 12-Jan 28</td>
<td>Online Discussion of Chapter 1-2: Weick Begins Chapter 1-7, Scott and Davis</td>
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<td>Jan 28</td>
<td>Online Discussion of Weick Ends</td>
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<td>Jan 28</td>
<td>Meet from 9AM-5PM. Present Chapters. Rational Choice, Agency, Organizational Structure. Discuss critiques. Answer questions about the remainder of course.</td>
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<td>Jan 28-Feb 18</td>
<td>Online Discussion of Chapter 3-4 Weick Begins Chapter 8-14, Scott and Davis</td>
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<td>Feb 18</td>
<td>Online Discussion of Weick Ends</td>
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<td>Feb 18</td>
<td>Meet from 9AM-5PM. Present Chapters. Institutional and Neo-Institutional Theory</td>
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<td>Feb 18-Mar 31</td>
<td>Online Discussion of Chapter 5-6 Weick Begins Chapter 1-10, Bolman and Deal</td>
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<tr>
<td>Mar 31</td>
<td>Online Discussion of Weick Ends</td>
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<tr>
<td>March 31</td>
<td>Meet from 9AM-5PM. Article Critiques and Presentations Due. Remember to prepare a professional, creative, engaging discussion about the readings. Reframing Discussion.</td>
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<td>Mar 31-Apr 28</td>
<td>Online Discussion of Weick 7-8 Begins Chapter 11-21, Bolman and Deal</td>
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<tr>
<td>Apr 28</td>
<td>Online Discussion of Weick Ends</td>
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<tr>
<td>Apr 28</td>
<td>Meet from 9AM-5PM. Present Chapters. Final Questions Due.</td>
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Assignment Descriptions
Blackboard shows the due dates for all assignments

Chapter Discussions/Lectures (10%): Each person, including the instructor, will lead a chapter discussion on the Saturday meetings. You can use any format you like to lead the discussion. Be prepared to lead the discussion and field questions. Be creative. The instructor will assign a chapter to you at the beginning of the week before the Saturday meeting. Chapter discussions are due every Saturday meeting.

Online Discussion (30%): Online discussion will be peer reviewed using Blackboard and will be based on the Weick text. Engage in academically challenging online discussions with your colleagues about the material and then do a peer evaluation of your colleague's postings. Discuss, argue and use references to make your point. Use APA 6 when citing other works. Please use professional courtesy. Instructor will prompt the discussion. Post at least 2 responses to the discussion questions and critique the rest of the class. Critiques will have a bearing on your postings. If your classmates grade you low, you have a chance to post 1 more response to improve your grade.

Journal Article Critique (15%): The instructor will assign an article from the list starting on page 4 of the syllabus. Critique it as you would for a larger literature review. Use APA 6. Include the following elements in the critique: (1) situate the article in the relevant literature (rational, natural, open, institutional, structural, human resource, political, symbolic), (2) Discuss the author's methods for data collection, argument, and level of analysis (3) summarize findings or conclusions (4) Determine the approximate number of citations the article received. Everybody must read the articles for the critiques. Between 2-5 pages, double-spaced. Due: March 31

In class (10%), conduct one fifteen (15) minute presentation on the analyses from above. Use some kind of presentation software and be creative and professional. The person lecturing that day can grade the class discussion. Due March 31 First Group, April 28 Second Group

Final Organizational Theory Question (35%): Do organizations affect leaders or do leaders affect organizations? Support your position with key issues in organizational behavior and leadership scholarship. You must bring together leadership theory and organizational theory to write this paper, which means you will use articles we did NOT cover in this class. Between 20-25 pages, double-spaced. Use APA 6 citations as you would in a scholarly article. Due: April 28.

Course Evaluation & Assignments:

<table>
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<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tr>
<td>Live Chapter Discussions/Lectures</td>
<td>10%</td>
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<tr>
<td>Online Discussion</td>
<td>30%</td>
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<tr>
<td>1 Journal Article Critique</td>
<td>15%</td>
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<tr>
<td>1 Journal Article Presentation</td>
<td>10%</td>
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<tr>
<td>Organizational Theory Final Question</td>
<td>35%</td>
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Grading Scale: A = 90-100%; B = 80-89%; C = 70-79%; D = 60-69%; F = below 60%

Readings for Journal Article Critiques:


