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Course Information

Course Name: Organizational Theory
Course Number: DPLS 701
Credits: 3
Day of the Week/Time: Saturdays, 9:00am-1:00pm  Note: Please be aware of time change.
Location: To be determined
Instructor: JoAnn Danelo Barbour, Ph.D.
Email: barbourj@gonzaga.edu
Phone: 509-313-3630
Office Hours: Please discuss or call or email for an appointment. In a timely manner, I will accommodate a meeting per student needs.

Course Description

Course Goals

The purpose of this course is twofold: Doctoral students will understand traditional and modern theories of organizations and the various philosophical approaches one can take to examine organizations and leaders in organizational context. Students will apply theoretical and philosophical understanding to the analysis, interpretation, and writing of cases.

Course Objectives/Outcomes

By the end of the course, students will be able to

1. Cogently report on the differences among the types of organizational theories and philosophical approaches to the study of organizations,
2. Discriminate between different theories and philosophies of organizations/groups when analyzing cases and developing cases of inquiry,
3. Analyze and interpret case studies that are organizational in scope,
4. Develop and use a rubric for writing a case,
5. Design and create cases of inquiry.

Reading Materials

Required Texts: Hatch & Cunliffe; Scott & Davis; and Tsoukas & Chia


Tsoukas, H., & Chia, R., Eds. (2011). *Philosophy and organization theory*. Bingley, UK: Emerald Group Publishing. ISBN 9780857245953 Please note: I have been able to find all chapters in this text online in various places, and have downloaded all chapters and posted to BlackBoard. If you want to purchase the text to have all chapters in one contained place, please feel free to do so. All chapters in this text will be assigned and expected to be read for class.

**Supplemental Texts**


**Additional Material**

Additional required readings and cases will be posted on Blackboard.

**Assignments and Grading**

**Attendance Policy and Class Participation**

Because a large part of each class is participatory, class attendance is expected. If a student wishes to earn a grade of A- or better for the course, he or she must attend the course/group meetings at least 90% of the time the course/group meets.

**Assignments**

Assignments are due when specified. This professor may refuse to accept a late paper. If the late paper or project is accepted, it will incur a lower grade. This professor reserves the right to decide whether to accept the late assignment or not to accept the late assignment. A scoring guide or rubric will be included with each project or assignment.

**Grading**

* The assignments, grading, and evaluation process will be discussed the first day of class.

Final grade is based on total points over the entire session in the following percentages: (Total Points Possible By Semester’s End, e.g. “200”) X (Percentage Below) = (Pts. Needed to Earn Grade)

\[
100\% - 98\% = A+ \quad 87\% - 84\% = B \\
97\% - 94\% = A \quad 83\% - 80\% = B- \\
93\% - 90\% = A- \quad 79\% - 78\% = C+ \\
89\% - 88\% = B+ \quad 77\% - 74\% = C \\
\]

*Note: Points, directions, evaluative criteria and a scoring guide are specified and provided for each assignment and/or project.*
## Schedule of Topics, Reading Assignments, and General Assignments

**Dates:** In Spring 2018: Saturdays: 1/20, 2/3, 2/17, 3/3, 3/24, 4/7, 4/21 (Leadership Symposium), 4/28  
**Please Note:** Readings, Assignments may shift slightly by first day of class. Syllabus will be finalized by Session #2.

<table>
<thead>
<tr>
<th>Class</th>
<th>Topic / Class Theme</th>
<th>Readings Due*</th>
<th>Assignments Due</th>
<th>Pts.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Session #1 1/20</td>
<td><strong>TOPIC/THEME:</strong> Overview of the organizational tradition, philosophical approaches, and case inquiry</td>
<td>SEE FIGURE 1. Barbour’s Conceptual Framework on BB.</td>
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<tr>
<td>Session #2 2/3</td>
<td><strong>TOPIC/THEME:</strong> Constructing Organization Theory; Constructing a Conceptual Framework</td>
<td>SEE FIGURE 1. Barbour’s Conceptual Framework on BB.</td>
<td>Case Inquiry #1</td>
<td>20</td>
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<tr>
<td>Session #3 2/17</td>
<td><strong>TOPIC/THEME:</strong> Organizations as Systems and Structures</td>
<td>SEE FIGURE 1. Barbour’s Conceptual Framework on BB.</td>
<td></td>
<td></td>
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<tr>
<td>Session #4 3/3</td>
<td><strong>TOPIC/THEME:</strong> Organizations as Cultures</td>
<td>Case Inquiry #2: Post to BB Conceptual Framework: Draft #1 for Bonus Pts.</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Session #5 3/24</td>
<td><strong>TOPIC/THEME:</strong> Blending Theory and Practice</td>
<td>SEE FIGURE 1. Barbour’s Conceptual Framework on BB.</td>
<td>Come prepared w/1-2 page inception for final Case Inquiry: Some in-class work.</td>
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<tr>
<td>Session #6 4/7</td>
<td><strong>TOPIC/THEME:</strong> Controversies and Complexities in Organization Theory</td>
<td>SEE FIGURE 1. Barbour’s Conceptual Framework on BB.</td>
<td>3-5 page Draft of Final Case Inquiry. In-class work.</td>
<td></td>
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</table>
| Session #7 4/21 | **TOPIC/THEME:** **Student Leadership Research Symposium**  
All DPLS students are required to participate Friday and Saturday. We will discuss in class a likely focus. | SEE FIGURE 1. Barbour’s Conceptual Framework on BB. |                 |      |
| Session #8 4/28 | **TOPIC/THEME:** Future of Organization Theory; Case Inquiry Discussions | SEE FIGURE 1. Barbour’s Conceptual Framework on BB. | **FINAL PAPER:** Case Inquiry Conceptual Framework: 10 Bonus Points | 50 (10) |

1. **Please Note:** Attendance is expected during each class session. Five points will be allocated for each class session for a total of 35 points, plus 15 points for the Leadership Symposium.  

2. **Please Note:** Additional pdf-readings will be posted on BB.
SESSION 1
Overview
Tsoukas/Chia: Readings 1, 7, 8
Scott/Davis: Ch 1, 13
Hatch: Ch 1, 2
Others: See BB Post

SESSION 2
Constructing Organization Theory
Tsoukas/Chia: Readings 2, 4, 12
Scott/Davis: Ch 14
Hatch: Ch 4
Others: See BB Post

SESSION 3
Organizations as Systems & Structures
Tsoukas/Chia: Readings 9, 11
Scott/Davis: Ch 2, 3, 4, 5
Hatch: Ch 7
Others: See BB Posts

SESSION 4
Organizations as Cultures
Tsoukas/Chia: Readings 5, 6,
Scott/Davis: Ch 12
Hatch: Ch 6
Others:
Martin: BB Post: Ch 3, 4
Schein: BB Post
Barbour: BB Post

SESSION 5
Blending Theory & Practice
Tsoukas/Chia: Readings 3, 13
Scott/Davis: Ch 10, 11
Hatch: Ch 9
Others: See BB Posts
Heifitz; Lipman-Blumen: BB Post

SESSION 6
Controversies and Complexities in Organizational Theory
Tsoukas/Chia: ---
Scott/Davis: Ch 8
Hatch: Ch 8
Others:

SESSION 7: Leadership Symposium

SESSION 8
Future of Organization Theory
Tsoukas/Chia: Reading 10
Scott/Davis: Ch 12
Hatch: Ch 10
Others:
Martin: BB Post: Ch 9, 11

Figure 1. Barbour’s Conceptual Framework for Organizational Theory.

NB: Sessions and readings may be changed slightly each semester.
Assignment Due Day One: Organization Theory Workshop

We are going to try something a bit different for the first day of class. Please read carefully the material written below and come to class prepared to actively participate in this workshop.

Purpose: The purpose of this assignment is threefold: 1) Read/skim the assigned readings for session one; 2) Reflect upon your assumptions of organizational leadership studies; and 3) Begin a conceptual framework/mind map for the course.

Description/Assignment: Since the purpose above has three components, each will be explained below.

1. Assigned Readings: Part of the lecture the first day will be directed to the broader overview of the organizational philosophies and theories contained in the first and second sets of readings. Thus, if you come to class prepared with questions and a broad understanding, you will be prepared. I do not expect you to read in detail each section of each chapter of each reading. I do expect, however, that at least you skim the material, get a sense of its focus, and develop an understanding of how the content fits into your conceptual framework.

2. Assumptions: Read the summary posted to BlackBoard titled: Assumptions: Notes from the work of Stephen Brookfield, *Teaching for Critical Thinking*, 2012. After reading, reflect upon your assumptions for the following: this course and instructor, leading, organizational leadership, organizational leadership studies, case studies, and writing case studies. Write some notes from your reflections and bring those notes to class. You will build on those notes and include key components in a future theoretical case inquiry.

3. Conceptual Framework: For purposes of this exercise, a conceptual framework is a visual design that encompasses key theories, philosophies, assumptions, and rules of organizations and how they are related. FOR BONUS POINTS: If you choose, you can design and build (through the semester) a visual that captures for you, individually, how the parts of the course are put into the whole of DPLS 701 Organizational Theory. You will build onto your design each week and submit your final 1-page design on the last class session. There are several layers to this exercise, and it is as much an artistic endeavor as an academic one. Your first steps would be to read/skim the assigned readings for Session One. As you are reading/skimming and taking notes, you should ask yourself what are key points to be made, who are key figures, what are key philosophies and theories, and so on? Then, you might think about how these key points interrelate: I suggest opening a Word document, go to the top menu bar and click open “Insert,” and then click open “SmartArt.” You will see many visuals that demonstrate relationships. These visuals might help you think of a way to begin drawing your schematic, your figure, your boxes or circles of connections. This is a non-mandatory expectation, however, if you have not submitted a working, cogent, acceptable draft by session #4, you will not be eligible for the bonus points. (See syllabus.)

Summary: There is much preparation and reading to do before class session one. If you do the reading, come with questions, assumptions, and a work-in-progress Conceptual Framework, then you will be ahead of the game. Also, you will be prepared for the ensuing Workshop during Session One.

WORKSHOP TOPICS

- How to read for this course
- APA Style Manual and expectations
- Citing/Referencing
- Writing Specs for this course/Scoring Rubrics
- Designing and Building a Conceptual Framework: Bonus points; first draft must be submitted by 4th Session.
- Assumptions
- Writing Cases
- Philosophical and Theoretical Terms