Introduction to Organization Theory and Practice  
LOC 211

Northwestern University  
School of Education and Social Policy  
Fall Quarter 2019

Tuesdays, 12:30pm - 3:20pm  
Room: Annenberg Hall 345

INSTRUCTOR & TA  

Instructor: Mindy Douthit (http://www.sesp.northwestern.edu/profile/?p=812&MindyDouthit/)  

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Office: Annenberg 114  

Office Hours: Mondays 12pm-3pm or by appointment

TA: Lian Vega  

Email: JulienneVega2021@u.northwestern.edu  

Office Hours: by appointment

COURSE OVERVIEW

Introduction to Organization Theory and Practice is an introductory course taught within the context of the School of Education and Social Policy as part of its Learning and Organizational Change (LOC) concentration. Organizations are necessary but complex "beasts." They exist for the simple reason that groups of people can accomplish more than individuals working alone. At the same time, there is complexity in such collective and social action, and organizational life is often marked by a number of recurring and difficult problems. The purpose of this course is to help students understand the complexities of organizations. It is designed to provide an exposure to theories of organization, important organizational issues and processes, and a variety of strategies and tactics useful to successful organizational leaders and followers alike.

COURSE OBJECTIVES

1. You will understand more about the nature of complex organizations by using different theoretical frameworks for analyzing organizational issues and scenarios.
2. You will increase your ability to think about and use theories as tools for analysis.

3. You will deepen your understanding of the role of knowledge and learning in organizations.

COURSE READINGS

1. **Book**: Bolman & Deal, *Reframing Organizations*, Jossey-Bass, 5th or 6th edition (available at Norris [norris](https://urldefense.proofpoint.com/v2/url?u=https-3A__tinyurl.com_NW-2DF18-2DLOC-2D211-2D20-2D20&d=DwMGaQ&c=csvyHiSO4HhBraes5BQ9ueu5zKhe7rtNXt_d012z2PA6ws&rs=Cjg0Zt1K9TYgePUns1wtFH8ufXVBT_Kvlt- E1sFftfRew&m=EKGGP8-LqAnCStyVe3EAP4LucoYQi5Gf02V0MeE5Fm4E&s=s83_tC900wz76K6plrxYDwv2tYixxfqWITJfzDL-g9k&e=) or Amazon ([amazon](https://www.amazon.com/Reframing-Organizations-Artistry-Choice-Leadership/dp/1119281822/ref=mt_paperback?_encoding=UTF8&me=&qid=1537211172)).

2. Additional cases/articles made available in Canvas or Course Reserves.

COURSE SCHEDULE

Click here to view Course Schedule on Home Page.

CLASS REQUIREMENTS & ASSIGNMENTS

Your grade in the course will be determined through a combination of your class participation, independent assignments & assessments, and a team project. General guidelines for each of these components are outlined below. Click on each assignment to view more details and how to submit.

I. Individual Course Contribution (25% of final grade)

   - **Individual Participation**
   - **Highlights from the Readings & Key Takeaways from the Class Session** (Weeks 2 - 6)
   - **Case Discussion Questions**
   - **Individual Preparation for Team Charter**
   - **Team Project - Peer Evaluations**

II. Individual Papers (2) (25% of final grade)

1. Framework Analysis

   You must turn in **ONE** paper, based on one of four of the Bolman & Deal frameworks: Structural, Human Resources, Symbolic or Political. You should choose the framework that resonates the most with you. *The due date for the assignment depends on the framework that you choose to analyze.*

   - **Structural Frame**
   - **Human Resource Frame**
   - **Symbolic Frame**
   - **Political Frame**

2. **Congruence Model Paper**

   The exam will consist of two parts: a) a take-home case analysis handed out in week 8 and due in week 9, and b) an in-class, closed book assessment that will consist of a series of short answer questions.

   - **Exam** (20% of final grade)

   - **Team Project Assignments** (30% of final grade)

   You will work with one team throughout the quarter on an organizational analysis project. Teams will be assigned and announced during class session #2. Each team member will be required to evaluate and provide feedback on your teammates’ performance.

   - **Shared Activity**
   - **Team Charter**
Course Summary:

<table>
<thead>
<tr>
<th>Date</th>
<th>Details</th>
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<tbody>
<tr>
<td>Tue Oct 1, 2019</td>
<td>➡️ Week 2: Highlights from the Readings &amp; Key Takeaways&lt;br&gt; <a href="https://canvas.northwestern.edu/courses/99311/assignments/609096">Link</a></td>
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<td>Tue Oct 8, 2019</td>
<td>➡️ Framework Analysis: Structural Frame (Optional - Choose 1 of 4 frames)&lt;br&gt; <a href="https://canvas.northwestern.edu/courses/99311/assignments/609085">Link</a></td>
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<td>➡️ Week 3 - Highlights from the Readings &amp; Key Take-aways&lt;br&gt; <a href="https://canvas.northwestern.edu/courses/99311/assignments/609097">Link</a></td>
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<td>Sun Oct 13, 2019</td>
<td>➡️ Shared Activity <a href="https://canvas.northwestern.edu/courses/99311/assignments/609090">Link</a></td>
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General expectations for written assignments:

- All assignments should be double-spaced, Times New Roman, 12-point font.
- You are expected to submit your assignments on Canvas.
- You should use APA formatting [Link](http://www.apastyle.org/learn/faqs/index.aspx) for citations and references.
- You should not exceed the page length limits outlined in the syllabus and/or assignment description handouts.

GRADING

Assignments are not accepted after their due date.

Grading Breakdown:

- 25% Course Contribution
- 25% Individual Papers
- 20% Exam
- 30% Team Project Paper & Presentation

POLICIES

- **Academic Integrity:** Students in this course are expected to comply with the policies found in the booklet, "Academic Integrity at Northwestern University: A Basic Guide [Link](http://www.northwestern.edu/provost/policies/academic-integrity/index.html)." All papers submitted for credit in this course must submitted electronically unless otherwise instructed by the professor. Your written work may be electronically tested for plagiarized content. For details regarding academic integrity at Northwestern, visit: [Link](http://www.northwestern.edu/uacc/).
- **Accommodations for Students with Disabilities:** Any student requesting accommodations related to a disability or other condition is required to register with AccessibleNU [Link](mailto:accessiblenu@northwestern.edu) ; 847-467-5530) and provide professors with an accommodation notification from AccessibleNU, preferably within the first two weeks of class. All information will remain confidential.
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<tr>
<td>Tue Oct 15, 2019</td>
<td>Framework Analysis: Human Resource Frame (Optional - Choose 1 of 4 frames) (<a href="https://canvas.northwestern.edu/courses/99311/assignments/609083">https://canvas.northwestern.edu/courses/99311/assignments/609083</a>)</td>
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<td>MOD Pizza Case Discussion Questions (<a href="https://canvas.northwestern.edu/courses/99311/assignments/609089">https://canvas.northwestern.edu/courses/99311/assignments/609089</a>)</td>
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<td>Week 4 - Highlights from the readings &amp; key take-aways (<a href="https://canvas.northwestern.edu/courses/99311/assignments/609098">https://canvas.northwestern.edu/courses/99311/assignments/609098</a>)</td>
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<td>Sun Oct 20, 2019</td>
<td>Individual Preparation for Team Charter (<a href="https://canvas.northwestern.edu/courses/99311/assignments/609088">https://canvas.northwestern.edu/courses/99311/assignments/609088</a>)</td>
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<td>Team Charter (<a href="https://canvas.northwestern.edu/courses/99311/assignments/609091">https://canvas.northwestern.edu/courses/99311/assignments/609091</a>)</td>
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<td>Tue Oct 22, 2019</td>
<td>Framework Analysis: Symbolic Frame (Optional - Choose 1 of 4 frames) (<a href="https://canvas.northwestern.edu/courses/99311/assignments/609086">https://canvas.northwestern.edu/courses/99311/assignments/609086</a>)</td>
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<td>Week 5 - Highlights from the readings &amp; key take-aways (<a href="https://canvas.northwestern.edu/courses/99311/assignments/609099">https://canvas.northwestern.edu/courses/99311/assignments/609099</a>)</td>
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<td>Sun Oct 27, 2019</td>
<td>Team Project - Organizational Analysis Project Plan (<a href="https://canvas.northwestern.edu/courses/99311/assignments/609094">https://canvas.northwestern.edu/courses/99311/assignments/609094</a>)</td>
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<td>Tue Oct 29, 2019</td>
<td>Framework Analysis: Political Frame (Optional - Choose 1 of 4 frames) (<a href="https://canvas.northwestern.edu/courses/99311/assignments/609084">https://canvas.northwestern.edu/courses/99311/assignments/609084</a>)</td>
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<td>Week 6 - Highlights from the Readings &amp; Key Takeaways (<a href="https://canvas.northwestern.edu/courses/99311/assignments/609100">https://canvas.northwestern.edu/courses/99311/assignments/609100</a>)</td>
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<td>Tue Nov 5, 2019</td>
<td>Congruence Model Paper (<a href="https://canvas.northwestern.edu/courses/99311/assignments/609081">https://canvas.northwestern.edu/courses/99311/assignments/609081</a>)</td>
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<td>Tue Nov 19, 2019</td>
<td>Exam (<a href="https://canvas.northwestern.edu/courses/99311/assignments/612485">https://canvas.northwestern.edu/courses/99311/assignments/612485</a>)</td>
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<td>Tue Dec 3, 2019</td>
<td>Team Project - Organizational Analysis Presentation (<a href="https://canvas.northwestern.edu/courses/99311/assignments/609093">https://canvas.northwestern.edu/courses/99311/assignments/609093</a>)</td>
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<td>Sun Dec 8, 2019</td>
<td>Team Project - Organizational Analysis Paper (<a href="https://canvas.northwestern.edu/courses/99311/assignments/609092">https://canvas.northwestern.edu/courses/99311/assignments/609092</a>)</td>
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<td>Tue Dec 10, 2019</td>
<td>Team Project - Peer Evaluations (<a href="https://canvas.northwestern.edu/courses/99311/assignments/609095">https://canvas.northwestern.edu/courses/99311/assignments/609095</a>)</td>
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<td>Individual Participation (<a href="https://canvas.northwestern.edu/courses/99311/assignments/609087">https://canvas.northwestern.edu/courses/99311/assignments/609087</a>)</td>
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