

Note:

Course content may be changed, term to term, without notice. The information below is provided as a guide for course selection and is not binding in any form, and should not be used to purchase course materials.

COURSE SYLLABUS

CLED 835

ORGANIZATIONAL THEORY AND DEVELOPMENT

COURSE DESCRIPTION

This course provides a review of theoretical understandings of organizations and their development. Students gain skills in the analysis of organizational culture, the formation of an organization culture, and the role of staff training in the transmission of an organizational culture. The unique factors shaping faith-based organizations are considered.

RATIONALE

This course will provide opportunities for the student to become a colleague who is competent in relevant deliberations and reflections related to group and organizational theories by reading, thinking, and engaging in discussion. The course will assist the doctoral-level student in constructing applicable documents that will illustrate his or her understanding of the individual and collective avenues of organizational members. Changing the world and participating in the organizational process become less complicated if the student begins with himself or herself and influences others throughout this journey toward becoming a doctor of education (EdD).

I. PREREQUISITE

For information regarding prerequisites for this course, please refer to the [Academic Course Catalog](#).

II. REQUIRED RESOURCE PURCHASE

Click on the following link to view the required resource(s) for the term in which you are registered: <http://bookstore.mbsdirect.net/liberty.htm>

III. RECOMMENDED RESOURCES

American Psychological Association. *Publication manual of the American Psychological Association* (Current ed.). Washington, DC: Author.

Creswell, J. W. (2014). *Research design: qualitative, quantitative, and mixed methods approaches*. Thousand Oaks, CA: SAGE.

IV. ADDITIONAL MATERIALS FOR LEARNING

- A. Computer with basic audio/video output equipment
- B. Internet access (broadband recommended)
- C. Blackboard [recommended browsers](#)
- D. Microsoft Word

- E. APA Style Central:

<http://ezproxy.liberty.edu/login?url=http://APAStyleCENTRAL.apa.org>

V. MEASURABLE LEARNING OUTCOMES

Upon successful completion of this course, the student will be able to:

- A. Identify from Scripture, biblical concepts for organizational theory and critique management and administrative practices in terms of a biblical worldview.
- B. Articulate and apply organizational theory, principles and practices to planning, organizing, leading and the evaluation of the educational ministry of the church, church-related organization.
- C. Explain and interact with the theory and practice of volunteerism and its application to ministry both in a church and in an institutional setting.
- D. Discuss the role of administrative relationships and the key operations in the management of a Christian college, university or theological institution.

VI. COURSE REQUIREMENTS AND ASSIGNMENTS

- A. Textbook readings and lecture presentations
- B. Course Requirements Checklist

After reading the Course Syllabus and [Student Expectations](#), the student will complete the related checklist found in Module/Week 1.

- C. Discussion Board Forums (3)

Discussion boards are collaborative learning experiences. Therefore, the student is required to provide a thread in response to the provided prompt for each forum. The thread must be 500–600 words and demonstrate course-related knowledge. In addition to the thread, the student is required to reply to 2 other classmates' threads, fostering critical thinking with 2 observations and 2 suggestions per reply. Each reply must be at least 250 words. Threads and replies must adhere to current APA format. (MLO: A, C, D)

- D. Conference or Journal Paper

- 1. Proposal – Abstract, and Submission Guidelines

The student will select and write for a peer-reviewed conference or journal that accepts Leadership, Organizational Development, and/or Organizational Theory presentations. For this assignment, the abstract will provide the topic, research, and reference works. This assignment will develop scholarly writing skills and must be in current APA format with a title page. The student must:

- a. Choose a peer-reviewed conference or journal that accepts Leadership, Organizational Development, and/or Organizational Theory presentations (examples are provided in list on Blackboard).

- b. List the conference or journal then find and copy the submission requirements.
- c. Submit requirements and submission guidelines, including abstract, in Blackboard. (MLO: C, D, E)

2. Progress – Abstract, Outline, and Reference Page

The student will submit a revised abstract, an outline of the paper, and a reference page, continuing to follow the submission guidelines from the previous assignment. The entire assignment must abide by current APA format.

Revised Abstract: The abstract must be updated (if needed) from the previous assignment.

Outline: The outline must be thorough enough to show the logical flow of the paper as well as the critical thought of the student. Citations are important to support the ideas presented in the outline.

Reference Page: No specific number of references is required. However, the works must be cited in the outline, showing support for the writing. (MLO: C, D, E)

3. Final

The student will write and submit a scholarly paper in current APA format that adheres to the peer-reviewed conference/journal guidelines, using the previously submitted outline from Progress: Abstract, Outline, & Reference Page (Assignment 2 above). The receipt number from the conference/journal must be included in this document as an Appendix. This assignment will develop scholarly writing skills. (MLO: C, D, E)

E. Comprehensive Exam Preparation (2)

The Comprehensive Exam (sometimes referred to as the “doctoral examination”) is taken as part of CLED900 Research Methods for Christian Leadership V. The comprehensive exam is taken in 2 parts. As preparation for the Comprehensive Exam, this assignment will be practice for the second part. A Comprehensive Question for each assignment will be made available on the first day of the module/week in which it is due. A comprehensive written response to the question must be submitted in current APA format. (MLO: A, C, D, E)

F. Organizational Diagnosis of the *Bounty*

An Organizational Diagnosis allows observation and evaluation of organizational effectiveness, efficiency, and health. As practice for future Organizational Diagnoses of existing organizations, this assignment will allow the student to diagnose the *Bounty*. The student will write a memorandum (see sample) analyzing the characters/leadership in *The Mutiny on the Bounty* by Nordhoff and Hall. (MLO: A, B, C)

VII. COURSE GRADING AND POLICIES**A. Points**

Course Requirements Checklist	10
Discussion Board Forums (3 at 100 pts ea)	300
Conference or Journal Paper	
Proposal – Abstract and Submission Guidelines	50
Progress – Abstract, Outline, and Reference Page	50
Final	300
Comprehensive Exam Preparation (2 at 100 pts ea)	200
Organizational Diagnosis of the <i>Bounty</i>	100
Total	1010

A. Scale

A = 940–1010 A- = 920–939 B+ = 900–919 B = 860–899 B- = 840–859
 C+ = 820–839 C = 780–819 C- = 760–779 D+ = 740–759 D = 700–739
 D- = 680–699 F = 0–679

B. Extra Credit

No additional “for credit” assignments will be permitted beyond those given in the course requirements stated above.

C. Course Changes

Course requirements are subject to change by the administration of the University at any time with appropriate notice.

D. Disability Assistance

Students with a documented disability may contact Liberty University Online’s Office of Disability Accommodation Support (ODAS) at LUOODAS@liberty.edu to make arrangements for academic accommodations. Further information can be found at www.liberty.edu/disabilitysupport.

If you have a complaint related to disability discrimination or an accommodation that was not provided, you may contact ODAS or the Office of Equity and Compliance by phone at (434) 592-4999 or by email at equityandcompliance@liberty.edu. Click to see a full copy of Liberty’s [Discrimination, Harassment, and Sexual Misconduct Policy](#) or the [Student Disability Grievance Policy and Procedures](#).

COURSE SCHEDULE

CLED 835

Textbooks: Bolman & Deal, *Reframing Organizations: Artistry, Choice, and Leadership* (2017).
 Easterby-Smith et al., *Organizational Learning and the Learning Organization* (1999).
 Harvey, *The Abilene Paradox and Other Meditations on Management* (1988).
 Morgan, *Creative Organization Theory: A Resource Book* (1989).
 Morgan, *Images of Organization* (2006).
 Nordhoff & Hall, *Mutiny on the Bounty* (1960).
 Weick, *Making Sense of the Organization* (2001).
 Yukl, *Leadership in Organizations* (2013).

MODULE/WEEK	READING & STUDY	ASSIGNMENTS	POINTS
1	Defining Organization, Organizational Development & Theory		
	Bolman & Deal: Preface, chs. 1–5 Morgan (1989): chs. 10–15 Morgan (2006): chs. 1–3 Nordhoff & Hall: chs. I–III Weick: ch. 1 Yukl: chs. 1–4 4 presentations	Course Requirements Checklist Class Introductions DB Forum 1 Thread	10 0 50
2	God as the Ultimate Organizer: Structure & Direction		
	Bolman & Deal: chs. 6–11 Morgan (2006): chs. 4–5 Nordhoff & Hall: chs. IV–IX Weick: ch. 11 Yukl: chs. 5–9 2 presentations	DB Forum 1 Replies Conference or Journal Paper: Proposal – Abstract, and Submission Guidelines	50 50
3	God Created Organizations (Worldview)		
	Bolman & Deal: chs. 12–14 Morgan (2006): chs. 6–7 Nordhoff & Hall: chs. X–XVI Weick: ch. 12 Yukl: chs. 10–11 2 presentations	DB Forum 2 Thread Conference or Journal Paper: Progress – Abstract, Outline, and Reference Page	50 50
4	Everyday Organizations		
	Harvey: chs. 1–3 Morgan (1989): chs. 21–42 Morgan (2006): ch. 8 Nordhoff & Hall: chs. XVII–XXIV Weick: ch. 3 2 presentations	DB Forum 2 Replies Comprehensive Exam Preparation 1	50 100

MODULE/WEEK	READING & STUDY	ASSIGNMENTS	POINTS
5	Leadership Disruption in the Organization		
	Harvey: chs. 6–7 Morgan (2006): ch. 9 Weick: chs. 4–6 2 presentations	Organizational Diagnosis of the <i>Bounty</i>	100
6	Organizational Theory & Development		
	Easterby-Smith: chs. 1–5 Morgan (2006): chs. 2–8 (review) Weick: chs. 2, 16–18 1 presentation	DB Forum 3 Thread	50
7	Organizational Theory & Development		
	Easterby-Smith: chs. 6–7 Morgan (1989): chs. 66–73 Morgan (2006): chs. 2–8 (review) 1 presentation	Conference or Journal Paper: Final	300
8	Organizational Theory & Development Application & Analysis		
	Easterby-Smith: chs. 9–11 Harvey: chs. 4–5, 8 Morgan (2006): chs. 10–11 1 presentation	DB Forum 3 Replies Comprehensive Exam Preparation 2	50 100
TOTAL			1010

DB = Discussion Board

NOTE: Each course module/week begins on Monday morning at 12:00 a.m. (ET) and ends on Sunday night at 11:59 p.m. (ET). The final module/week ends at 11:59 p.m. (ET) on **Friday**.