

Ed.D. in Educational Leadership Program

Signature Assignment for EDLD 725 Organizational Study

Student Learning Outcome(s) Assessed:

SLO #2: Students demonstrate the knowledge and skills to apply organizational theory, management skills, leadership strategies, and data to transform organizations.

Description of the Signature Assignment

Candidates conduct a longitudinal study of organizational culture, analyzing key events through in the organization's history through the frames of Bolman and Deal and then using those frames to make recommendations to enhance organizational proficiency.

Directions for Students

The organizational study will challenge you to describe, from multiple perspectives, the major facets of an organization's culture using Bolman and Deal's four frames and to note shifts in the organization's structure and culture as a result of the organization's evolution. You will apply your understanding of the attributes of high performance culture, power, conflict, authority, influence, and labor relations as you describe identified changes. References to research must be cited in APA format and a bibliography must be included.

In this signature assignment, you will conduct a longitudinal study of an organization through the collection, assessment, and triangulation of data from primary and secondary sources. From the data, you will identify and discuss five key events in the organization's history that you feel affected the evolution and culture of the organization. Each event will be examined and analyzed from the historical context of the organization's system and environment, how these contexts influenced and impacted organizational leadership's decision-making, and how each event affected the evolution and culture of the organization.

You will select one of the key events to analyze and discuss in more detail, examining the event through each of Bolman and Deal's frames of organizational leadership as well as through the lens of other pertinent key organizational theorists that you have studied.

Finally, utilizing data from your study and application of organizational theory, you will propose next steps for the organization that will sustain and/or facilitate the organization's advancement from its current state to the next level of organizational proficiency.

Components of this assignment will be submitted over the following timeline. Each assignment will build on previous research findings regarding your organizational study and enable you to apply learnings from the course.

Signature Assignment: Organizational Study (Parts A - C):

Each student will research an organization (inside or outside the field of education) and write a 4 to 6 page paper in APA format demonstrating his/her knowledge of the historical evolution of the organization, and the organization's current structure and culture.

Part A:

Students will include an organizational chart delineating the current structure of the organization. The chart should show where the organization fits within the system. Students will write an analysis of the current organizational structure in relation to critical aspects of its systemic and environmental context **(10 points)**.

Part B:

Students will create a timeline that delineates five key events in the organization's history. A narrative will describe how the selected events affected the evolution of the organization. Students will access utilize, and cite primary and secondary sources (e.g., historian within the organization, employees, board meeting minutes, documents, etc.) and other historical artifacts to complete this component of the study **(10 points)**.

Part C:

Students will select one event from their organizational timeline and describe how the event impacted the organization from Bolman and Deal's structural and human resource frames (6 points).

Signature Assignment: Organizational Study (Parts D - E): Due 11/6/10

Part D:

Building on parts A through C of their Organizational Study, students will write a 2 to 4 page paper analyzing the organization during the change identified in Part C of their Organizational Study from Bolman and Deal's political and symbolic frames. Describe how elements in the organization were impacted or impacted these frames (6 points).

Part E:

Based on the analysis of data from your study, what recommendations would you have for sustaining or modifying this organizational change and for moving the organization to the next level **(8 points)**?

Scoring Rubric:

	Excellent	Profes	sional	Deve	loping	Needs Imp	provement	Missing/ Unacceptable	Points
Organizational	The organizational chart,	The organizatio	onal chart	The organization	al chart is not	The organizatio	nal unit of	Missing,	
Chart and	presented in a professional	delineates and	labels all	presented in a pr	ofessional	study is not eas	ily identified	incomplete, or	
Analysis: Part A	format, clearly delineates and	required comp	onents of the	format. The char	t identifies the	and/or compor	ents of the	presented in	
(10 Points)	labels all components of the unit	unit of study.	he chart	organizational ur	nit but the unit's	unit are not cle	arly labeled on	such a way as to	
	of study. The chart clearly	situates the org	ganizational	system and envir	onment are not	the chart prese	nted. It is	impede	
	situates the organizational unit	unit within its g	reater system.	clearly defined th	nrough graphics	difficult to disce	ern what the	effective	
	within the structure of its greater	The accompany	ing narrative/	or labels. There is	s not a clear or	units greater or	ganizational	grading and	
	system through graphics and	references the	references the organizational		nment between the system is and w		here the unit	feedback	
	labels.	chart to define	chart to define the unit's		narrative and the components of		is situated within the		
	The accompanying narrative	structure. Ther	structure. There is limited		the organizational chart		structure of this system.		
	utilizes the organizational chart	analysis of the unit in relation		presented. The narrative does		The accompanying narrative			
	to describe the unit's structure	to critical aspects of its		not clearly address the		does not adequ	ately address		
	and to analyze the unit in relation	systemic and e	nvironmental	relationship of th	ne unit to critical	one or more of	the required		
	to critical aspects of its systemic	context. There	context. There are few		aspects of its system and		components. APA format is		
	and environmental context. citations within		citations within the text. APA environment. APA format is not		not followed and there are				
	Relevant resources are cited and	and grammatical errors are		consistent and grammatical		multiple grammatical errors.			
	APA format is followed. There	noted.	noted.		errors are noted.				
	are few grammatical errors.				-				
	10 9	8	7	6	5	4	3	2 1 0	

	Excellent		Profes	sional	Devel	oping	Needs Imp	provement	Missing/ Unacceptable	Points
Organizational	The organizational timelin	e clearly	The organization	onal timeline	The organizatio	nal timeline is	The organizatio	nal timeline is	Missing,	
Timeline: Part B	delineates, labels, and dat	tes, five key	delineates and	labels five	complete, but i	t is difficult to	not clearly labe	ed and/or	incomplete, or	
(10 Points)	events in the organization	ı's history.	events in the o	rganization's	read and not pr	esented in a	incomplete.		presented in	
	The timeline has an appro	priate	history. The ac	companying	professional for	mat. The	There is not a cl	ear or	such a way as	
	heading and is presented i	in a	narrative utiliz	es the	accompanying	narrative does	complete alignr	nent between	to impede	
	professional format.		organizational	timeline to	not adequately	address how	the narrative ar	d the events	effective	
	An accompanying narrativ	e utilizes	describe how each event		each event on the timeline		on the organiza	tional timeline.	grading and	
	the timeline to describe in	n detail how	affected the ev	olution and	affected the ev	olution and	The narrative de	oes not address	feedback	
	each event affected the ev	volution	culture of the o	organization.	culture of the o	rganization.	how the events	on the timeline		
	and culture of the organiz	ation.	There is evider	ice that a	With limited cit	ations, it is	affected the evo	olution and		
	Relevant research from pr	rimary and	primary or sec	ondary source	difficult to disce	ern which	culture of the o	rganization.		
	secondary sources associa	ated with	has been utiliz	ed in	primary and/or	secondary	Primary and/or	secondary		
	the organization are cited	and	developing the	narrative.	sources were u	tilized to	sources are not	cited or		
	referenced in the narrative. APA		There are some	e citations	ns construct the narrative.		referenced. APA format is not			
format is followed and there are fe		ere are few	within the text. APA and		Grammatical errors are noted, and APA format is not consistently followed.		followed and there are multiple grammatical errors.			
	grammatical errors. grammatical errors are noted.		rors are							
	10	9	8	7	6	5	4	3	2 1 0	

	Excellent	Professional	Developing	Needs Improvement	Missing/ Unacceptable	Points
Event	An event from the organizational	An event from the	An event from the organizational	An event from the	Missing,	
Description:	timeline is identified and described	organizational timeline is	timeline is identified and briefly	organizational timeline is	incomplete, or	
Part C	in detail. The narrative clearly	identified and described.	described. In a limited way, the	identified but not clearly	presented in	
(6 Points)	explains the event's alignment	The narrative aligns the	narrative explains the event's	described.	such a way as to	
	with and impact on the	event's organizational	alignment with and impact on the	The narrative does not	impede	
	organization from the lens of	impact from the lens of	organization from Bolman and	adequately demonstrate the	effective	
	Bolman and Deal's structural and	Bolman and Deal's	Deal's structural and human	event's alignment with or	grading and	
	human resource frames.	structural and human	resource frames.	impact on the organization	feedback	
	Throughout the narrative, multiple	resource frames.	References relevant to both frames	from the lens of Bolman and		
	references relevant to both frames	There are some references	from the text are included and	Deal's structural and human		
	are included and appropriately	to both frames that are	cited. There are multiple	resource frames. There are		
	cited. APA format is followed, and	cited in the narrative.	grammatical errors, and APA format	multiple grammatical errors		
	there are few grammatical errors.	There are minimal APA and	is not consistently followed.	and APA format is not		
	-	grammatical errors.	-	followed.		
	6	5	4	3	2 1 0	1

	Excellent	Professional Developing		Needs Improvement	Missing/ Unacceptable	Points
Event Analysis: Part D (6 Points)	The event from the organizational timeline is identified (this should be the same event described in Part C). The narrative clearly explains the event's alignment with and impact on the organization from the lens of	The event from the organizational timeline is identified (this should be the same event described in Part C). The narrative aligns the event's impact on the	The event from the organizational timeline is identified (this should be the same event described in Part C). In a limited way, the narrative explains the event's alignment with and impact on the organization	The event from the organizational timeline is identified (this should be the same event described in Part C). The narrative does not	Missing, incomplete, or presented in such a way as to impede effective	
	Bolman and Deal's political and symbolic frames. Throughout the narrative, multiple references relevant to both frames are included and appropriately cited. APA format is followed, and there are few grammatical errors.	organization from the lens of Bolman and Deal's political and symbolic frames. There are some references to both frames that are cited in the narrative. There are minimal APA and grammatical errors.	from the lens of Bolman and Deal's political and symbolic frames. References relevant to both frames are included and cited. There are multiple grammatical errors, and APA format is not consistently followed.	adequately demonstrate the event's alignment with or impact on the organization from the lens of Bolman and Deal's political and symbolic frames. There are multiple grammatical errors and APA format is not followed.	grading and feedback	
	6	5	4	3	2 1 0	

	Excellent	Profes	ssional	Developing	Needs Imp	provement		Missing/ accepta		Point
Recommendations:	Specific recommendations for	Recommendati	ions for	A few general	Recommenda	itions for	Miss	ing,		
Part E	sustaining and/or facilitating the	sustaining and	or facilitating	recommendations for	sustaining and	d/or	incor	nplete,	or	
(8 Points)	organization's advancement	the organizatio	n's	sustaining and/or facilitating facilitating the			presented in			
	from its current state to the	advancement f	rom its current	the organization's	organization's	5	such	a way a	as to	
	next level of organizational	state to the nex	xt level of	advancement from its current	advancement	from its	impe	de		
	proficiency are clearly	organizational	proficiency are	state to the next level of	current state	to the next	effec	tive		
	delineated. Recommendations	noted. Referen	ces to the	organizational proficiency are	level of organ	izational	gradi	ing and		
	include application of and	frame(s) are in	cluded in the	noted. References to the	proficiency ar	e not clearly	feed	back		
	examples from the appropriate	recommendati	ons, but	frame(s) are not clearly	stated. Refere	ences to the				
	frame(s).	application of t	he frame(s) is	articulated.	frame(s) are r	ninimal and				
	Key organizational data	not always clea	nr.	Minimal data from prior	not clearly art	ticulated.				
	analyzed in prior components of	Some data analyzed in prior		components of the study are	Data incorporated from					
	the study that were used to	components of the study are		included but not effectively	prior components of the					
	develop recommendations for	referenced but data are not		utilized to support	study are not effectively					
	the organization's next steps are	always clearly aligned with		recommendations for the	aligned with					
	referenced and cited in the	the organization's next steps.		organization's next steps.	recommendations for the					
	narrative. APA format is	There are minimal APA and		There are multiple	organization's next steps.					
	followed, and there are few	grammatical errors.		grammatical errors, and APA	There are many APA and					
	grammatical errors.			format is not consistently followed.	grammatical errors.					
	8	7	6	5	4	3	2	1	0	

Total Score (Parts A-E): ______ out of 40

Legend

Total Points College of Education Assessment Scale Equivale			
36-40	4 (Exceeds Expectations)		
30-35 3 (Meets Expectations)			
23-29	2 (Meets Some Expectations)		
15-22	1 (Does Not Meet Expectations)		
<15	0 (Can't Score)		