



## **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		Professional		Developing		Needs Improvement		Missing/ Unacceptable			Points
<b>Organizational Chart and Analysis: Part A (10 Points)</b>	The organizational chart, presented in a professional format, clearly delineates and labels all components of the unit of study. The chart clearly situates the organizational unit within the structure of its greater system through graphics and labels. The accompanying narrative utilizes the organizational chart to describe the unit's structure and to analyze the unit in relation to critical aspects of its systemic and environmental context. Relevant resources are cited and APA format is followed. There are few grammatical errors.		The organizational chart delineates and labels all required components of the unit of study. The chart situates the organizational unit within its greater system. The accompanying narrative references the organizational chart to define the unit's structure. There is limited analysis of the unit in relation to critical aspects of its systemic and environmental context. There are few citations within the text. APA and grammatical errors are noted.		The organizational chart is not presented in a professional format. The chart identifies the organizational unit but the unit's system and environment are not clearly defined through graphics or labels. There is not a clear or complete alignment between the narrative and the components of the organizational chart presented. The narrative does not clearly address the relationship of the unit to critical aspects of its system and environment. APA format is not consistent and grammatical errors are noted.		The organizational unit of study is not easily identified and/or components of the unit are not clearly labeled on the chart presented. It is difficult to discern what the units greater organizational system is and where the unit is situated within the structure of this system. The accompanying narrative does not adequately address one or more of the required components. APA format is not followed and there are multiple grammatical errors.		Missing, incomplete, or presented in such a way as to impede effective grading and feedback			
	10	9	8	7	6	5	4	3	2	1	0	

	Excellent		Professional		Developing		Needs Improvement		Missing/ Unacceptable			Points
<b>Organizational Timeline: Part B (10 Points)</b>	The organizational timeline clearly delineates, labels, and dates, five key events in the organization's history. The timeline has an appropriate heading and is presented in a professional format. An accompanying narrative utilizes the timeline to describe in detail how each event affected the evolution and culture of the organization. Relevant research from primary and secondary sources associated with the organization are cited and referenced in the narrative. APA format is followed and there are few grammatical errors.		The organizational timeline delineates and labels five events in the organization's history. The accompanying narrative utilizes the organizational timeline to describe how each event affected the evolution and culture of the organization. There is evidence that a primary or secondary source has been utilized in developing the narrative. There are some citations within the text. APA and grammatical errors are noted.		The organizational timeline is complete, but it is difficult to read and not presented in a professional format. The accompanying narrative does not adequately address how each event on the timeline affected the evolution and culture of the organization. With limited citations, it is difficult to discern which primary and/or secondary sources were utilized to construct the narrative. Grammatical errors are noted, and APA format is not consistently followed.		The organizational timeline is not clearly labeled and/or incomplete. There is not a clear or complete alignment between the narrative and the events on the organizational timeline. The narrative does not address how the events on the timeline affected the evolution and culture of the organization. Primary and/or secondary sources are not cited or referenced. APA format is not followed and there are multiple grammatical errors.		Missing, incomplete, or presented in such a way as to impede effective grading and feedback			
	10	9	8	7	6	5	4	3	2	1	0	

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

	<b>Excellent</b>	<b>Professional</b>	<b>Developing</b>	<b>Needs Improvement</b>	<b>Missing/ Unacceptable</b>			<b>Points</b>
<b>Event Analysis: Part D (6 Points)</b>	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 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.	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 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.	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 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.	The event from the organizational timeline is identified (this should be the same event described in Part C). The narrative does not 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.	Missing, incomplete, or presented in such a way as to impede effective grading and feedback			
	6	5	4	3	2	1	0	

	Excellent	Professional		Developing	Needs Improvement		Missing/ Unacceptable			Points
<b>Recommendations: Part E (8 Points)</b>	Specific recommendations for sustaining and/or facilitating the organization's advancement from its current state to the next level of organizational proficiency are clearly delineated. Recommendations include application of and examples from the appropriate frame(s). Key organizational data analyzed in prior components of the study that were used to develop recommendations for the organization's next steps are referenced and cited in the narrative. APA format is followed, and there are few grammatical errors.	Recommendations for sustaining and/or facilitating the organization's advancement from its current state to the next level of organizational proficiency are noted. References to the frame(s) are included in the recommendations, but application of the frame(s) is not always clear. Some data analyzed in prior components of the study are referenced but data are not always clearly aligned with the organization's next steps. There are minimal APA and grammatical errors.		A few general recommendations for sustaining and/or facilitating the organization's advancement from its current state to the next level of organizational proficiency are noted. References to the frame(s) are not clearly articulated. Minimal data from prior components of the study are included but not effectively utilized to support recommendations for the organization's next steps. There are multiple grammatical errors, and APA format is not consistently followed.	Recommendations for sustaining and/or facilitating the organization's advancement from its current state to the next level of organizational proficiency are not clearly stated. References to the frame(s) are minimal and not clearly articulated. Data incorporated from prior components of the study are not effectively aligned with recommendations for the organization's next steps. There are many APA and grammatical errors.		Missing, incomplete, or presented in such a way as to impede effective grading and feedback			
	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 Equivalent
<b>36-40</b>	4 (Exceeds Expectations)
<b>30-35</b>	3 (Meets Expectations)
<b>23-29</b>	2 (Meets Some Expectations)
<b>15-22</b>	1 (Does Not Meet Expectations)
<b>&lt;15</b>	0 (Can't Score)