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COURSE INFORMATION

Materials—Textbooks, Readings, Supplementary Readings:

No Textbook Required

Supplementary Resources:


**Course Description:** An examination of organizational theories and cultures; formal and informal organizational structure; and critical behavior affecting organizations in higher education.

**Student Learning Outcomes:**

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

1. Analyze the culture of an institution.
2. Evaluate theories of organizational change.
3. Design a formal organizational structure for higher education.
4. Describe and analyze informal organizational structure, especially in relation to group norms.
5. Evaluate institutional communication processes.
6. Explain the organizational pathology of suboptimization.
7. Analyze both functional and nonfunctional leadership and followership behavior.
COURSE REQUIREMENTS

Instructional Methods/Activities/Assessments
A serious commitment to mastery of the content. An online course inherently requires students to assume the responsibility for their own learning and to be active, self-directed learners.

Extensive reading in selected and supplementary resources, such as those listed in this syllabus. This reading is necessary to serve as a basis for critical essays and class discussion. (Assigned readings may be selected by students from options listed in the course outline at the end of the syllabus.)

Seven brief critical essays (maximum two pages each, plus references), reflecting on the lecture and readings for each module topic. Use of *APA Style Manual* (5th or 6th ed.) required. Submissions must be made to the correct Drop Box on the e-College site by 8:00 a.m. starting on August 12 and following every two days thereafter. Late submissions **WILL NOT** be accepted. Papers must be **thoroughly edited before** submission. Academic dishonesty is not permitted and may result in no credit for the paper.

Participation in class discussion.

Grading
The following criteria will be utilized for student evaluation:

Critical essays—70 pts.
Participation in discussion—70 pts.

Total possible—140 pts.

The minimum number of points required for each grade is as follows:

A—120
B—100
C—80

(Please remember, no grade below a B may be applied to a doctoral degree.)

TECHNOLOGY REQUIREMENTS

This course will be using the eCollege platform for course delivery and for all student submissions and discussion. All direct communication with the class and the professor will be conducted in the appropriate module discussion session.

Access to the library’s available databases via the student’s MyLeo account will be required, unless the student prefers to use the library’s holdings in person.

ACCESS AND NAVIGATION

To access the eCollege platform, students should type the following address into their internet browser: https://leo.tamuc.edu/login.aspx.

Students will need their CWID and password to log in to the course. Students who do not know their CWID or have forgotten their password should contact Technology Services at 903.468.6000 or helpdesk@tamu-commerce.edu.

COURSE AND UNIVERSITY PROCEDURES/POLICIES

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment (Texas A&M University-Commerce Procedure A12.08—see Student Guidebook, Policies and Procedures, Conduct).
All graduate students are expected to maintain high standards of academic integrity and honesty. Academic dishonesty, as defined in the Graduate Catalog, will incur a penalty commensurate with the severity of the infraction, from failure on the applicable assignment to failure in the course. A more severe infraction may also lead to a recommendation for suspension or expulsion.

**Students with Disabilities:**
The Americans with Disabilities Act (ADA) is a federal antidiscrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact the Office of Student Disability Resources and Services, Texas A&M University-Commerce, Gee Library, Room 132, Phone (903) 886-5150 or (903) 886-5835, Fax (903) 468-8148 (StudentDisabilityServices@tamuc.edu).

**COURSE OUTLINE:**

(Note: Subject to change)

<table>
<thead>
<tr>
<th>Topic</th>
<th>Assigned Reading (select one)</th>
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<tbody>
<tr>
<td>Module 1 Organizational/institutional culture</td>
<td>Brown et al.; Manning; Tierney; Webb et al.</td>
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<tr>
<td>Module 2 Change in Higher Education</td>
<td>Belasco; Fullan; Hall &amp; Hord; Hargreaves &amp; Shirley; Oblinger &amp; Katz</td>
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<tr>
<td>Module 3 Formal organizational structure</td>
<td>ACE; Balderston; Barnard; Brown et al.</td>
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<tr>
<td>Module 4 Informal organization &amp; Group norms</td>
<td>Clark; Homans; Manning</td>
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<tr>
<td>Module 5 Communication</td>
<td>Barnard; Holton; Sypher</td>
</tr>
<tr>
<td>Module 6 Suboptimization</td>
<td>Deming; Senge</td>
</tr>
<tr>
<td>Module 7 Leadership &amp; followership (personnel mgmt.)</td>
<td>Birnbaum; Davis; Diamond &amp; Adam; Eddy; Kezar</td>
</tr>
</tbody>
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NOTE: Every effort should be made to locate one of the assigned reading resources listed below (students should attempt to read as much in each resource as possible). Additional outside reading is also necessary for all topics.