



Idaho State UNIVERSITY

Organizational Learning and Performance

OLP 4452 – 01/5599 – 02: Reframing Organizations

Fall 2017 (August 21st – December 15th)

Contact Information

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Course Description

This course entails a directed exploration of issues pertaining to the functions of human resource development (HRD) and the influence of different perspectives on organizational development. Organizations are viewed through four frames (e.g., lenses): Structural, Human Resources, Political, and Symbolic. Through these frames, one will investigate the complexities of real world organizations. Emphasis is placed on how reframing one's perspective deepens understanding of organizational motivations and broadens opportunity for progress. Ultimately, understanding the context of the organization and community is critical to addressing change, either reactively or, better yet, proactively.

Course Goals:

1. Develop understanding of the theory of organizational development.
2. Acquire ability to critically describe four organizational frames and their influences and interactions.

Course Objectives:

1. Demonstrate understanding of the four organizational frames (Structural, Human Resources, Political, and Symbolic) and their influences by identifying an emergent issue occurring within one's workplace, and critically describing the issue's context and systems through each frame and through a synthesis of all four.
2. Reflectively discuss personal and professional roles and responsibilities in addressing contemporary HRD issues in organizations.

Course Orientation

The course will be conducted entirely online via Moodle and will follow a weekly format. The best way to become accustomed to Moodle is spend time on it. However, there are a few specific items I will bring to your attention as they may be unique to my classes (but consistent with other OLP classes).

Ask the Instructor – This is the place to ask me questions about course requirements, material, etc. Thus, should you have a question about a course requirement, visit this forum first as your classmates might have already asked the question and received an answer from me. For questions about grades, please email me directly. The following quote highlights the importance of seeking answers:

“There is no such thing as an unreasonable question, or a silly question, or a frivolous question, or a waste-of-time question. It's your life, and you've got to get these answers” -Marcia Wallace

Framework – At the beginning of most weeks, there will be a link called “Framework”. This is a place where I will provide some context to the work of the upcoming week and possibly a recap of previous content.

Required Textbook

Bolman, L. G., & Deal, T. E. (2013). *Reframing organizations: Artistry, choice and leadership* (5th ed.). San Francisco, CA: Jossey-Bass. ISBN: 978-1-118-57333-4

Digital and hardcopies of this textbook are available through the Idaho State University [bookstore](#). Moreover, you can purchase a copy directly from the [publisher's website](#) or from numerous other outlets listed on <http://www.dealoz.com/>. Because of the online nature of this course, and our relatively limited interaction through virtual means, having access to and reading the course textbook is *crucial* to your success in this course.

Course Pace

Due to the online nature of this course, you will have some flexibility regarding when you download course materials; however, you are required to maintain pace with the course and keep up on course announcements. Because of this, you should check the Moodle course page several times each week for discussions, required readings, announcements, etc. If you complete the scheduled requirements (e.g., discussions, papers) early in the week, I highly encourage you to still check and participate in the discussion forums during the remainder of the week.

Course Communication

Announcements, feedback, and/or notes from me will be posted on Moodle. Be sure to also check your Moodle and student email regularly. You may contact me via email and the communication tools on Moodle. I will try to answer all communication as quickly as possible; however, I cannot guarantee an immediate response. If you have not received a response within 48 hours, please resend the message.

Course Requirements

This class will feature 3 primary grading categories: 1) a series of papers, 2) activities (e.g., discussion forums), and 3) quizzes.

Course Papers

Organizational Frame Papers

Our discipline is human resource development (HRD), which is all about the learning functions of an organization and its employees. Those learning functions include training; professional development of employees to help them grow in their roles and responsibilities and reach their potential; and strategic planning for the organization to help it stay close to its mission, manage its talent, and reach its potential for product and service growth. The learning functions in an organization are many and varied, as organizations work to keep pace with the many changes of a global and technological marketplace. It is within this dynamic context that organizations experience HRD issues.

A first step in completing the course papers is to select an HRD issue within an organization to investigate during the course (this is the organization you describe in the Week 2 Activity). You will investigate and describe that HRD issue through the four (4) different frames you will study: Structural, Human Resources, Political, and Symbolic. Sources for your frames might include: technical literature; organizational literature (e.g., vision, mission, strategic plans, long-term plans, manuals, organization charts, and other organization-specific data); student-conducted interviews, surveys, or observations; popular press literature, etc. (Note: A well-rounded investigation will make use of multiple, credible references). For each of the frames, you will develop a profile of the HRD issue you are examining and your organization's response. These will be described in separate papers that should each be 4 pages in length.

Structural Frame – Should address the following:

- What is the organization's structure? (Provide a graphical chart of the organization)
- How does work get done and how do people/departments interact with one another?

- How does the structure help or hinder the work of the organization?
- What does the text tell you about the Structural Frame that might be a useful reframe to address your HRD issue?

Human Resources Frame – Should address the following:

- How are your organization’s “Family Values” demonstrated in the way the organization treats people who work there? Address Exhibit 7.1 (p. 140).
- What seems to be the philosophy of your organization as demonstrated in hiring practices, incentives, “security”, opportunities for advancement, education & training, sharing the wealth, empowerment, degree of participation in decisions?
- What does the text tell you about the Human Resources Frame that might be a useful reframe to address your HRD issue?

Political Frame – Should address the following:

- Who are the influential people who have power in your organization and how do they wield their influence?
- What kind of power do they have (p. 197)?
- What are the scarce resources that give power in your organization around your issue, and how are those resources distributed and why?
- What does the political “Power and Influence Map” look like for your organization? How is your political map similar/different to the political maps on pp. 212-213?
- What does the text tell you about the Political Frame that might be a useful reframe to address your HRD issue?

Symbolic Frame – Should address the following:

- What are the “symbols” of your organization? What “Symbols and Culture Graphic” portrays your organization’s culture to the members themselves and to others outside your organization?
- What are the stories/myths? Who are the heroes/heroines?
- What are some rituals and ceremonies in your organization (e.g., employee of the ____, new employee orientation, celebrations)?
- What does the text tell you about the Symbolic Frame that might be a useful reframe to address your HRD issue?

Organizational Issue Synthesis/Recommendation Paper

Once you have completed your frame papers, you will synthesize them into an integrated, holistic description of and recommendation for the HRD issue under investigation. This is one area where undergraduate and graduate student expectations differ a bit: for undergraduates, the paper should be a 5-7-page critical synthesis of all four frames; for graduate students, this should be extended to 8-10 pages. Either way, the finished papers should address the following:

- Summarize your organization and its response to your organizational HRD issue as a single, holistic, multi-framed system.
- Describe the strengths and weaknesses of your organization right now.
- Based on your synthesis, how do you predict the organizational issue will play out if no new direction is taken?
- Based on what you know about organizational frames, how might your organization be reframed to improve?
- Describe the strengths and weaknesses of your reframe.

Personal Change Agent Reflection Paper

During this course, please keep a journal. The journal should be filled with your insights concerning the responses your organization is making and not making to address the HRD issue you have identified. Your journal is intended for you alone and will *not* be handed in. Your insights and epiphanies will contribute to a Reflective Paper on your roles and responsibilities as a *Change Agent* in your organization. The Reflective Paper is to be an introspective piece that allows you to be reflective about your role in the organizational system. That is, how can you help your organization find some interesting new solutions to HRD issues. This is the second area where undergraduate and graduate student expectations differ: for undergraduates, the paper should be 2-3 pages; for graduate students, this should be extended to 4-5 pages.

Activities & Participation

For this course, participation is accomplished by engaging in discussion forums of various activities that should assist you in preparing your papers, as many of their elements are required pieces of the papers. These activities are to take place throughout the week. Initial forum posts are due on Thursdays at 11:00pm MST, and follow-up/reactions to peers are due by 11:00pm MST on Sundays.

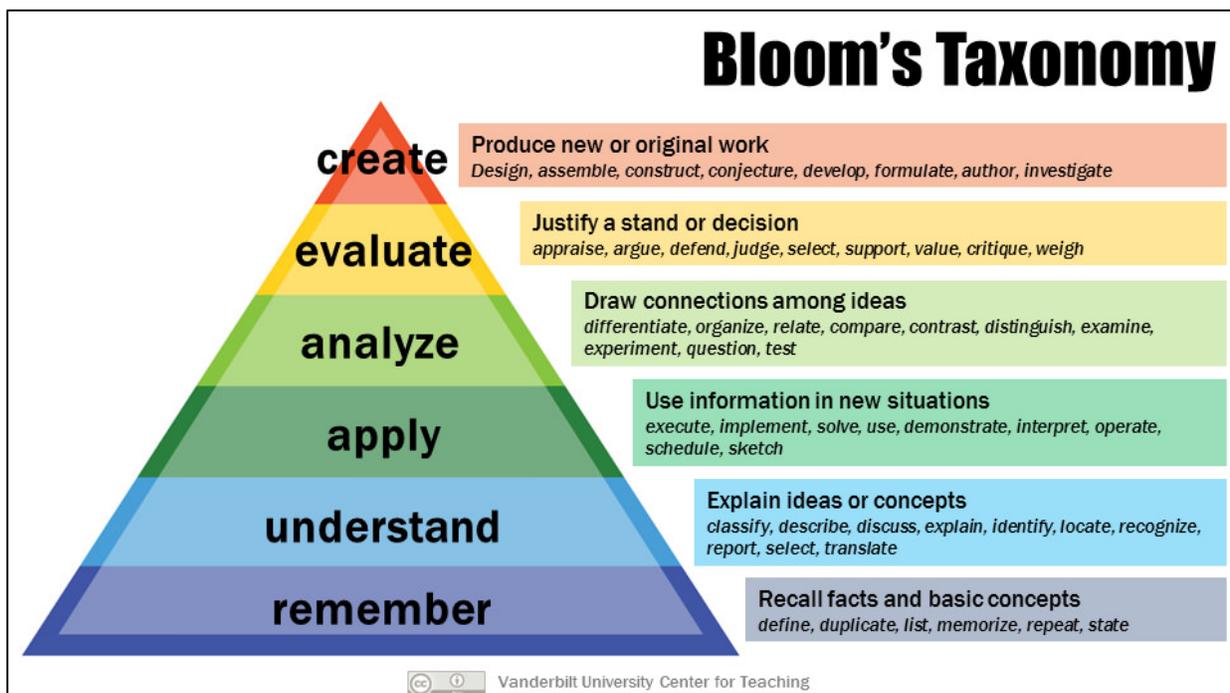
To successfully complete each activity, you need to: 1) Post your activity to your Group Forum and describe it in a minimum of 5 sentences; 2) Post your reaction to a minimum of 2 classmates' activities and respond to classmates reacting to yours (minimum of 4 sentences each).

Quizzes

There are five open book quizzes (one per frame, plus a synthesis/reframe), which are designed to test if you have completed the required readings and assess your knowledge of certain concepts to be learned in this course. Quizzes will close on Sunday of the week they are due at 11:00pm MST.

Grading and Assessment of Outcomes

The above course requirements aim to assess how well you understand and can apply the information as you work towards mastery of the subject matter. Critical thinking and higher level thinking are key parts of the subject mastery process. Bloom's Taxonomy (see below) can be referenced and used as a tool to assist with better understanding the concept of higher levels of thinking.



Grading Scale

The traditional +/- letter grade structure will be utilized for this course (i.e., B+ = 87-89%, B = 83-86%, B- = 80-82%).

<i>Course Elements</i>	<i>Points</i>
Structural Frame Paper	10 points
Human Resources Frame Paper	10 points
Political Frame Paper	10 points
Symbolic Frame Paper	10 points
Organizational Issue Synthesis/Recommendation Paper	10 points
Personal Change Agent Reflection Paper	10 points
Quiz 1 Structural Quiz	5 points
Quiz 2 Human Resources Quiz	5 points
Quiz 3 Political Quiz	5 points
Quiz 4 Symbolic Quiz	5 points
Quiz 5 Synthesis/Reframe Quiz	5 points
Wk1 Activity Describe Role in Organization	1 points
Wk2 Activity Describe Your Organization	2 points
Wk3 Activity Depict Your Organization Chart (Graphic)	2 points
Wk5 Activity Family Values Org Practices/Motivations	2 points
Wk7 Activity Power & Influence Map	2 points
Wk9 Activity Symbols & Culture Graphic	2 points
Wk11 Activity Conflict Across the 4 Frames	2 points
Wk12 Activity Reframing Leadership Recommendation	2 points
Wk15 Activity Reframing Issue Options Chart	2 points
Wk16 Activity Reflections on Reframing Organizations	2 points
TOTAL	100 + 7 pts*

*Note: Two of the above Activities (4 points), *plus* an Academic Integrity Tutorial (2 points), *and* the Syllabus & Academic Honesty Agreement (1 point) are Extra Credit.

Class Decorum: Every class is an environment that values experience and expression. It is important to remember that your personal actions and opinions may impact other learners more than you may intend. Please be respectful of this learning community.

Late Work Policy: All papers and discussions are due by the date listed on Moodle and in the course calendar and tables at the end of this syllabus. Because the schedule is regimented, minimal exceptions will be made. For an exception to be permitted, I should be contacted as soon as possible, and preferably in advance.

Academic Integrity

Academic integrity is expected of all students. Please see the ISU Student Handbook for information regarding your rights and responsibilities as a student. Academic dishonesty WILL NOT be tolerated, and includes, but is not limited to, cheating and plagiarism. The ISU Student Handbook defines cheating as: “using or attempting to use materials, information, or study aids that are not permitted by the instructor in examinations or other academic work”, and defines plagiarism as: “representing another person's words, ideas, data, or work as one's own. Plagiarism includes, but is not limited to, the exact duplication of another's work and the incorporation of a substantial or essential portion thereof without appropriate citation.”

While this course is heavily based on collaborative learning (online discussions), you are required to submit your own original work. Plagiarism will not be tolerated in any form. As students, you are expected to conduct yourselves in a scholarly manner. This includes submitting original work and appropriately referencing others that have been recognized for the original thought or action. Also note that *assignment recycling* and/or *self-plagiarism* is strictly prohibited.

I encourage you to complete the academic integrity tutorial (<http://www2.isu.edu/library/research/ait/title.html>) with 100% and submit the quiz successful completion certificate to me (colmdoug@isu.edu) for 2 extra credit points. This opportunity is only available during the first 3 weeks of this class.

ADA Accommodations

Idaho State University is committed to equal opportunity in education for all students, including those with documented disabilities. If you have a diagnosed disability or if you believe that you have a disability that might require reasonable accommodation in this course, please contact Disability Services:

Room 125, Rendezvous Complex

Phone: (208) 282-3599

Email: disabilityservices@isu.edu

Webpage: <http://www.isu.edu/ada4isu/>

University policy states that it is the responsibility of students to contact instructors during the first week of each semester to discuss appropriate accommodations to ensure equality in grading, experiences, and assignments.

Noteworthy Dates

September 1, 2017 – Last day to register or add/drop this course

October 27, 2017 – Last day to withdraw from this course

Syllabus and Academic Honesty Agreement

To show that you have read the syllabus and you understand the academic honesty policy, it is required that you complete the syllabus and academic honesty agreement found on Moodle. You must agree to the terms before you can complete any other course materials – You will NOT be allowed to access any course materials until this requirement has been completed. You will earn 1 point of extra credit simply by completing this task!

Course Calendar

Course Units		Chapters	Graded Assignments
Week 1	Unit 1.1: Introduction/Getting to know Moodle site. Begin reading the text and post to the introduction forum.	Ch. 1 & 2	
Week 2	Unit 1.2: How Organizations Work	Ch. 3 & 4	
Week 3	Unit 2: The Structural Frame	Ch. 5	Take <i>Structural Quiz</i> <i>Structural Paper</i> Due
Week 4	Unit 3.1: The Human Resources Frame	Ch. 6 & 7	
Week 5	Unit 3.2: The Human Resources Frame	Ch. 8	Take <i>HR Quiz</i> <i>HR Paper</i> Due
Week 6	Unit 4.1: The Political Frame	Ch. 9 & 10	
Week 7	Unit 4.2: The Political Frame	Ch. 11	Take <i>Political Quiz</i> <i>Political Paper</i> Due
Week 8	Unit 5.1: The Symbolic Frame	Ch. 12 & 13	
Week 9	Unit 5.2: The Symbolic Frame	Ch. 14	Take <i>Symbolic Quiz</i> <i>Symbolic Paper</i> Due
Week 10	Unit 6.1: Improving Leadership Practice	Ch. 15 & 16	
Week 11	Unit 6.2: Improving Leadership Practice	Ch. 17	Take <i>Synthesis/Reframe Quiz</i>
Week 12	Unit 6.3: Improving Leadership Practice	Ch. 18	
Week 13	Unit 6.4: Improving Leadership Practice	Ch. 19	<i>Synthesis Paper</i> Due
Week 14	<i>Happy Fall Break!</i>		
Week 15	Unit 6.5: Improving Leadership Practice	Ch. 20	<i>Personal Change Agent Reflection Paper</i> Due
Week 16	Unit 6.6: Improving Leadership Practice	Ch. 21	
Week 17	<i>Happy Holidays!</i>		

Table of Papers

Assignment	Description	Requirements	Due Date
Structural Frame	Describe your organization's response to HRD issue in the Structural frame	4 pages (12-point font, double-spaced, Times-Roman; APA 6 th rules)	9/10
Human Resource Frame	Describe your organization's response to HRD issue in the Human Resource frame	4 pages (12-point font, double-spaced, Times-Roman; APA 6 th rules)	9/24
Political Frame	Describe your organization's response to HRD issue in the Political frame	4 pages (12-point font, double-spaced, Times-Roman; APA 6 th rules)	10/8
Symbolic Frame	Describe your organization's response to HRD issue in the Symbolic frame	4 pages (12-point font, double-spaced, Times-Roman; APA 6 th rules)	10/22
Synthesis Paper	Integrate the 4 frames into a holistic systems description of an action plan addressing your HRD Issue	UGs: 5-7 pages Grads: 8-10 pages	11/19
Personal Change Agent Reflection Paper	Reflect on and write insights and epiphanies contributing to your roles and responsibilities as a change agent.	UGs: 2-3 pages Grads: 4-5 pages	12/3

*Note: All submissions must be formatted in APA 6th ed.

Table of Activities

Activity Description	Requirements	Due Dates for Posts
Introduce Yourself	Post in Forum	Initial: 8/24 Responses: 8/27
Describe Your Organization	Post in Forum	Initial: 8/31 Responses: 9/3
Your Organizational Chart – Graphic	Post in Forum	Initial: 9/7 Responses: 9/10
Family Values: “ <i>How we do things around here.</i> ” Organizational practices & motivations	Relate to issue Post in Forum	Initial: 9/21 Responses: 9/24
Power & Influence Map: <i>What scarce organization resource gives power around your issue?</i>	Relate to issue Post in Forum	Initial: 10/5 Responses: 10/8
Symbols & Culture Graphic: <i>What symbols and culture promote & declare who we are?</i>	Relate to issue Post in Forum	Initial: 10/19 Responses: 10/22
Conflict Across the 4 Frames (p. 308)	Relate to issue Post in Forum	Initial: 11/2 Responses: 11/5
Reframing Leadership Recommendation: <i>What works for you</i> (p. 355)	Relate to issue Post in Forum	Initial: 11/9 Responses: 11/12
Reframing Options Chart	Relate to issue Post in Forum	Initial: 11/30 Responses: 12/3
Reflections on Reframing Organizations	Post in Forum	Initial: 12/7 Responses: 12/10

*Note: APA is unnecessary, but you must still properly cite any references used.