

LEAD 580: Leading Organizations

Course Text (required)

Bolman, L.G., & Deal, T. E. (2021). *Reframing organizations: Artistry, choice, and leadership*, 7 ed. Jossey-Bass. ISBN 978-1-119-75683-5.

Prerequisites

LEAD 500 or Permission of Instructor

Course Description

Focuses on the leadership principles, concepts, and ethics for leading organization and creating value in organizations from a macro perspective. Topics include: understanding various types of organizations, creating and casting an organizational vision, how political leadership dynamics affect organizations, organizational culture and values, how diversity and globalization affect organizations, strategic and succession planning, and social responsibility applied at a macro level.

Learning Outcomes

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

1. analyze characteristics and foundational elements of leading organizations.
2. evaluate optimal organizational structures for various types of organizations.
3. compare and contrast theories, principles, and practices of leading multi-cultural organizations
4. synthesize ethical leadership principles and approaches for developing organizational culture
5. analyze, assess, and implement techniques for organizational resiliency.

Scope of the Course

From your text's authors: The field of organization theory currently includes a number of different major conceptual perspectives. Some observers view the field as fragmented. An alternative is to view it as a case of conceptual pluralism. In many introductory courses, only one or two perspectives are taught. Initially, that approach may be simpler and less confusing, but in the long run it is likely to be less valid and less helpful. The course will develop four major views of organizations (frames) that comprise much of the existing theory and research on organizations:

1. A structural frame, which emphasizes goals, roles, formal relationships, and the rational side of organization.
2. A human resource frame, which emphasizes needs, attitudes, skills, and the human side of organizations.
3. A political frame, which examines power, conflict, and coalitions among those who have vested interests to protect and want to advance within a context of scarce resources.
4. A symbolic frame, which explores how organizations create meaning and belief through symbols, including myths, rituals, and ceremonies.