

George Mason University
Graduate School of Education
Educational Leadership

EDLE 620.001 Organizational Theory and Leadership Development
Fall 2004

Instructor: John Banbury Ed.D.

Office Hours: Mondays before class or by appointment

Phone: 703-319-2750

Email: John.Banbury@fcps.edu

Course Description: Studies basic organizational theories and models of leadership and management. Emphasis is on shared leadership in professional environments, communication skills (written and verbal), systems theory for complex decision making, and the process of personal and organizational change. Bridges theory to practical applications in educational settings.

Course Delivery: Given this course is one of the final classes in your Educational Leadership program, we will rely heavily on student participation. There will be five Socratic seminars discussing the required readings for the course. Each student will help lead one Socratic seminar during the semester. A group presentation is also required. Class discussions and simulations will require participation from everyone in class. Short lectures and guest speakers will also be utilized throughout the course. Questions are encouraged. This course is a final secure environment before you embark on your administrative careers, and it is a great opportunity to discuss concerns you may have about the reality of public school administration.

Course Goals:

1. Learn major theories for analyzing organizational behavior and outcomes.
2. Using skills and knowledge from previous course work and professional experience to engage in class simulations.
3. Critically read a variety of leadership works and be able to discuss the works in a Socratic seminar.
4. Develop an educational leadership philosophy that describes your ideal school and can be conveyed in a thoughtful manner, both orally and in writing.
5. Develop a repertoire of effective strategies for bringing about change in organizations.
6. Begin to analyze personal leadership strengths and areas where you will experience challenges, and construct a personal plan for leadership development that continues beyond your completion of this program.

Written Assignments: Four written assignments are required for the successful completion of this class.

1. Leader interview
2. Personal professional development plan
3. Philosophy of Education
4. Vision of Ideal School

Further instructions on the written assignments will be provided as the course progresses.

Required Texts:

Bolman, L. and Deal, T. *Reframing Organizations: Artistry, Choice, and Leadership.*

Cantrell, Robert and Giles, Lionel. *Understanding Sun Tzu on the Art of War.*

Depree, Max. *Leadership is an Art.*

Grant, Gerald. *The World We Created at Hamilton High.*

Lambert, Linda, et al. *The Constructivist Leader.*

Machiavelli, Niccolo. *The Prince.*

Other readings as assigned.

Class Attendance

If missing a class is unavoidable, you are responsible for notifying the professor in advance. Make sure to check with a classmate about material missed before the next class. Absences, late arrivals, early departures may affect your class participation grade. All written assignments must be turned in on or before the due date. You may email attachments or turn in hard copies of your work. Late assignments affect your final grade, and will not be accepted without making prior arrangements with the professor.

GMU Email Accounts

Make sure you activate your GMU email account and check it periodically. This is a university requirement and the major source of communication between the university and students.

Course Evaluation

Written Assignments (4)	60%
Oral Presentation	20%
Class Participation	20%

Proposed Course Schedule (First Month)

- 8/30 Introduction/First Assignment
Read: Socratic Seminar Handouts and *The Prince*
- 9/13 Machiavelli Seminar
Simulations
- 9/20 Group Presentation
Read: *The Art of War*
- 9/27 Sun Tzu Seminar
Leader interview due/class discussion

Written Assignment # 1 Leadership Interview

Interview three business leaders in different professions: a school leader, someone in management in the private sector, and an entrepreneur.

Working with a partner, develop a list of questions that question job motivation and the change process. Write a two - three page summary of the interview. In the summary include the following information:

- Individuals name and position.
- Your rationale for identifying the leaders you interviewed.
- The highest career title they have held.
- How the individual distinguished themselves: the contributions they have made, the work they have done.
- Their recollection of school curriculum that motivated them in their field.

The written paper is due September 27, 2004. That night we will break into small groups then a large group to discuss your interview findings. We will try to discover patterns in the similarities and differences in the responses then synthesize the responses. Finally, we will reflect on the learning, if any, for educational leaders.

Each group will turn in one paper.