SCHOOL SUPERVISION AND ORGANIZATIONAL THEORY

Course Number: IEL 5606

Semester Hours: Three

Prerequisites: Graduate Status

Limitations on Enrollment: 25

Required: For all Principal and Supervisor Candidates: elective for School Business Administrator Candidates.

Catalog Description

Application of organizational and leadership theories to school supervision. Emphasis on management of human resources in a professional setting, identification of personal leadership style, and major models and techniques of teacher evaluation.

N.B. In order to insure full class participation, any student with a disability condition requiring special accommodations (e.g., tape recorder, special adaptive equipment, special note taking or test taking procedures) is strongly encouraged to contact the professor at the beginning of the course.

Fall 2002
I. Course Objectives

Students will achieve growth towards becoming informed, dynamic professionals through knowledge acquisition, skill application and value development, as evidenced by demonstration of the ability to:

A. describe the nature of educational supervision. (Knowledge)

B. compare and contrast bureaucratic and professionally-oriented organizational structures. (Knowledge/Skills)

C. analyze climate as a correlate to organizational effectiveness. (Knowledge/Skills)

D. compare and contrast leadership theories X, Y, and Z and their implications for school organizations. (Knowledge/Skills/Values)

E. assess the effectiveness of contingency leadership within the school organization. (Knowledge/Skills/Values)

F. describe the sources and application of authority and power in educational supervision. (Knowledge)

G. describe ways in which theories of motivation might influence individual performance within the school organization. (Knowledge)

H. predict how group interaction and processes might influence change and reform in schools. (Knowledge/Skills/Values)

I. evaluate the effectiveness of research on leadership in school organizations. (Knowledge/Skills/Values)

J. demonstrate the major models of teacher evaluation and evaluate the effectiveness of each. (Knowledge/Skills/Values)

K. evaluate the relationship between personality types and supervisory styles. (Knowledge/Skills/Values)

II. Course Content
A. The Nature of Supervisory Work
   1. Differing viewpoints
   2. Roll-process dilemma
   3. Characteristics of supervisory roles
   4. Supervisor in the hierarchy

B. Bureaucratic vs. Professional Organizations
   1. Bureaucracy defined
   2. Bureaucratic characteristics
   3. Bureaucratic dysfunction
   4. Professionally-oriented organizations contrasted
   5. The school as a social system

C. School Climate
   1. Organizational climate
   2. School climate and effective schools research
   3. Climate and management
   4. Climate and learning

D. Leadership Theories and Management Philosophy
   1. Theory X
   2. Theory Y
   3. Theory Z
   4. Managerial Grid
   5. Reddin's 3-D Leadership Theory

E. Contingency Management
   1. Hersey and Blanchard Model
   2. Zone of Indifference
   3. Contingency Leadership Theory
F. Power and Authority
1. Weber's authority types
2. Formal vs. Functional
3. Compliance theory
4. School as a political system
5. Conflict resolution

G. Motivation Theory
1. Maslow's hierarchy
2. Participation and performance
3. Herzberg's motivation - hygiene theory
4. Job enrichment

H. Group Dynamics
1. Hidden agenda
2. Roles
3. Styles
4. Cooperation vs. competition
5. School-based managed teams
6. Effects on reform

I. School Effectiveness Studies
1. Correlates of school effectiveness
2. Effective instruction models
3. Leadership styles

J. Models of Teacher Evaluations
1. Common Law
2. Clinical
3. Systems-oriented
4. Artistic
5. Other
K. Personality Type and Supervision

1. Jung
2. Myers-Briggs
3. Field-dependent, independent
4. McCarthy - 4-MAT
5. Reflective practitioner

III. Methods of Instruction

A. Discussion groups
B. Socratic dialectic
C. Student projects
D. Guest speakers
E. Lectures
F. Simulations
G. Role playing
H. Case studies

IV. Methods of Evaluation

A. Midterm and final examination (Knowledge/Skills)
B. Term research paper (Knowledge/Skills/Values)
C. Classroom participation (Knowledge/Skills/Values)
D. Group presentation (Knowledge/Skills/Values)
E. Journal writing (Knowledge/Skills/Values)

V. Recommended Text

VI. Bibliography

A. Recommended Periodicals

Education Administration Quarterly
Educational Leadership
Journal of Curriculum and Supervision
Journal of School Leadership
Phi Delta Kappa

B. Recommended Print Sources


Glickman, C.; Gordon, S. and Ross-Gordon, J. Supervision and Instructional Leadership


C. Seminal Works


Byham, W.  *Zapp! in Education: How Empowerment Can Improve the Quality of


D.  Non-Print Media

Video Tapes distributed by the Association for Supervision and Curriculum Development, Alexandria, VA:

- Effective Classroom Management for the Elementary School
- Evaluating Teacher Performance
- Improving School Climate
- Learning - A Matter of Style
- Supervising the Marginal Teacher
- The Supervisory Process: Helping Teachers to Improve Instruction
- Teacher and School Effectiveness

Video Tapes distributed by the Teacher Education Resources, P.O. Box 206, Gainesville, FL 32602

- Expectation and Academic Achievement
- Time Management for Teachers
School Effectiveness

What is an Effective Teacher - Really?

Kean University CIRT:

- Dealing with Diversity VHS-2092A
- Evaluating Teacher Performance VHS-149
- The Good Teacher VHS-2049
- Group Dynamics VHS-2053B
- I am a Promise VHS-2346
- The Non-graded School VHS-2308B
- School Improvement VHS-148
- Selecting Appropriate Leadership Styles VC-132
- Supervisory Differences VHS-1922E
- Understanding Educational Technology K-325

E. Web Sites

1. www.aasa.org American Association of School Administrators
3. ericir.syr.edu Ask ERIC
4. www.ascd.org Association for Supervision and Curriculum Development
8. www.nsba.org National School Boards Association
9. www.njasa.net  New Jersey School Administrators Association
10. www.state.nj.us/education  New Jersey Department of Education
11. www.edweek.org  Education Week
12. www.nj.com  New Jersey on Line
13. www.njascd.org  New Jersey Association for Supervision and Curriculum Development
14. www.njpsa.org  New Jersey Principals and Supervisors Association
15. www.njasbo.com  New Jersey Association of School Business Officials