

Schools as Organizations

Education Entrepreneurship

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Exam

Directions. No more than 10 double-spaced pages (1" margins, 12 point, Times New Roman). Your exam responses must be original. Do not copy from or collaborate with your classmates or anyone else. When writing up your responses, keep in mind that they must demonstrate your comprehension of the required readings and lecture material.

1. Assess the organizational culture of Newark Public Schools during the Zuckerberg initiative or DC Public Schools under Michelle Rhee. (8)

Some questions to consider:

- How might culture be characterized through integration, differentiation, and ambiguity paradigms?
 - How does ambiguity play out in the district? Did innovation result from ambiguity?
 - Are there examples of tempered radicalism? If so, how did tempered radicals negotiate ambivalence and change?
 - Is the district more of a performance-oriented or learning-oriented culture?
2. Imagine you are an entrepreneurial leader of an educational organization and are attempting to translate theories of organizational learning into practice among your employees. Sketch out an organizational learning plan (in other words, sketch out a plan for institutionalizing processes of continual adaptation through the encoding of inferences from history into routines that improve practice/outcomes and/or lead to innovation). Begin by briefly describing relevant features of your organization. (10)

Some questions to consider:

- What structures would allow organizational members to develop knowledge and memory of what works and transfer it to others?
- How would you account for the social networks or communities of organizational members in your plan for learning?
- How would you know if/ when organizational learning is occurring? What metrics could you develop to assess learning?
- How would you reinforce and disseminate positive developments so that they become common practices -and- suppress negative developments?

3. Describe the current institutional environment of K-12 education in the United States. Compare and contrast this with an alternate institutional environment of your choosing (i.e., different time period, different level of education, different sector of society, or different nation). (10)

Some questions to consider:

- What is an institution? What is institutional about education?
- What were the coercive, mimetic, and normative mechanisms that led to both the focal case (K-12 education in the U.S.) and the alternate case?
- What is the organizational field of both focal and alternate cases?
- How do charter schools, no excuses models, and accountability fit in the contemporary landscape?
- Does decoupling and a logic of confidence characterize both the focal and alternate cases?

Due Thursday, July 12, 10:00 AM. Exams submitted after the deadline will be penalized.