



Postadres Postbus 1738  
3000 DR Rotterdam  
Bezoekadres T-gebouw, T11-24  
Burg. Oudlaan 50  
3062 PA Rotterdam  
Telefoon (010) 4082531  
Fax (010) 4081141

# Implementing Peer Review in Organization Theory and Dynamics

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March 25, 2009

Maartje de Jonge  
Annemiek Verkuijl-Wieland

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# 1 Introduction

The course Organization Theory and Dynamics (OTD) was given from September until December 2008 to second year students of the Rotterdam School of Management (RSM). In this course there was special attention for giving and receiving feedback from one team of students to another, also called peer review. Educational consultants of Risbo were asked to advise in the process of searching for and implementing a suitable peer review system.

## ***Course description***

In Organization Theory and Dynamics the following topics were addressed: organizational structure and environment, management and purposive behavior, and organizational change and dynamics.

These basic concepts of organization and management are relevant for understanding and evaluating any organizational context in which future graduates of Rotterdam School of Management will operate. Because notions of organization theory and dynamics are easy to understand, but require careful thought when used to evaluate a complex organization situation, this course required students to study the main theoretical concepts and also apply them in a real life organizational context of their own choosing.

## ***Learning goals***

The course aimed to

- develop students' knowledge of and insight in the main concepts of organization structure and design; the influence of organizational context on these matters; processes of organizational change and development
- develop students' ability to describe, analyze and evaluate organizational structure & design, and processes of change and development.

The general educational goal of the course was to learn basic academic and management skills. Academic skills include such things as understanding concepts, recognizing and reflecting on contexts, critical thinking and the ability to argue a point as well as reflecting on your behavior in a working team. The lectures and practical assignments required to actively engage with the subject matter, stimulating these academic skills.

Relevant academic skills also include giving and receiving feedback. Giving and receiving feedback received special attention in this course as students evaluated the academic contributions of their own and others work. A system of peer reviewing was used where teams could review each others' written work: Expertiza.

## ***This report***

In this report you will find an evaluation of the process of searching for and implementing a suitable peer review system. In chapter 2 the peer review process is explained. In chapter 3 you can find a summary of the implementation of the peer review system. Chapter 4 consists of the results of the evaluation activities which lead up to a list of recommendations in chapter 5.

## 2 Peer review process

The course was structured in three theoretical and practical pillars. Students had to work on practical assignments as well as follow lectures.

The backbone of students' learning in this course was the company case study that they developed during the course in groups of five students. Teams had to choose an organization (*profit or not-for-profit*) that they would study throughout the course. During the course teams developed a rich case study of the organization they had chosen. They built up the case while they worked on the three in-company assignments related to the three pillars in this course. At the end of the course teams had to integrate the outcomes of the three in-company assignments into a final case study.

Teams subscribed to a learning community in the first week of the course. The learning community met 7 times during the course. Each learning community consisted of 10 teams of five students. There were 24 Learning Communities in total. The learning community was supported by a learning community coach. In the learning communities students prepared for the in-company assignments and presented the outcomes of the assignments to each other. Both team work and learning community work relied on active participation during the course. As such attendance and active participation in the learning communities were a requirement to pass the course.

The lectures provided students with the theoretical and conceptual basis for doing the case work. In the lectures, the required readings were discussed and put into perspective. Also, the lectures addressed the analytical frameworks for doing the actual case work.

As giving and receiving feedback were part of the professional skills trained in this course, students were required to provide peer review on the three in-company assignments they had to hand in during the course. To facilitate the peer review process students were provided with a web-based peer review system called "Expertiza."

Working with the peer review system, handing in of all written work (the three assignments and the final case study report) required four actions of the teams:

1. Uploading the assignment / written work in the peer review system
2. Reviewing the work of three other teams (within their Learning Community)
3. Reading the review they got on their own work
4. Reviewing the review they got (metareview)

All needed to be accomplished before a specified deadline.

Right after the uploading deadline, the assignments were available to the teams that had to do the peer review. Each team had to do reviews of three other papers. Teams were also required to review the review they received on their paper. The reviews on reviews again had to be done electronically in Expertiza and were available to the reviewers to see. The reviews had the purpose of giving suggestions for improving the final paper (appendix 1). The reviews of reviews were meant to improve feedback skills: giving and receiving peer feedback (appendix 2). The whole process of peer review was ultimately aimed at stimulating students to get a deeper understanding of the content while assessing others' work and looking at others' interpretations of the assignments.

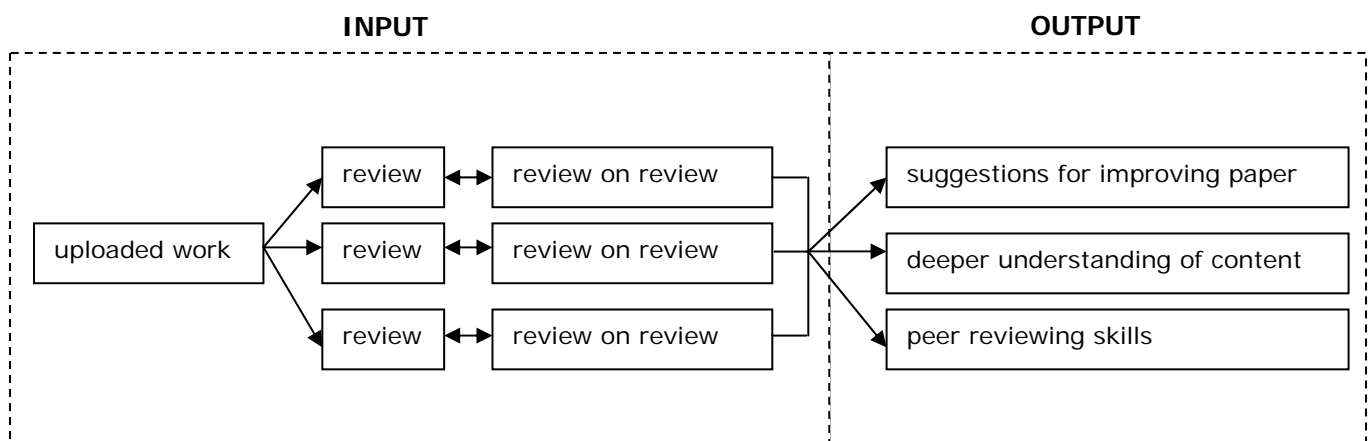


Figure 1: process of peer reviewing

### 3 Implementing a peer review system

From April until June 2008 the course coordinator and Risbo consultants searched for a suitable peer review system. The search was done according to a list of criteria (see appendix 3). Several systems were compared: Espace, Blackboard, Moodle, Sakai, SWoRD, Turnitin and Expertiza. None of the systems lived up to the expectations completely but one system had the option of giving numeric as well as textual feedback and giving a review on reviews, which were important aspects of the OTD review process; this was Expertiza.

Expertiza is developed at North Carolina State University by dr. Ed Gehringer and his team of IT specialists. Because Expertiza is an experimental system that is used for and improved by research about peer review, the NCSU was happy to make it available for other universities. In return the NCSU team asked for evaluation results from this course for fine tuning their system.

After choosing Expertiza Risbo tested the system extensively and developed quick start manuals for both students and teachers (see appendix 4 and 5). Also a project team was set up, which consisted of: the course coordinator, the educational consultants, IT specialists from the RSM IT department (BIT) and a teacher assistant who would be the contact person for students.

Originally Expertiza was meant as a platform for student to build on a paper together. The best contributions get the highest feedback scores and are used to build the final version of the paper. Because the OTD course had a different approach some aspects of the system had to be changed. During the testing and getting ready phase the NCSU team assisted the EUR team by making (minor) adjustments to functionality and fixing technical problems.

Using Expertiza on such a large scale (more than 1,000 students divided over 250 teams) has led to a lot of insights on implementing a peer review system. Students appreciated the opportunity of improving their work by comparing their own work with others' work and looking at other insights or interpretations on the same assignments they got. Some students also became more involved with the course when they had to read others' work and got a better understanding of the content while reviewing and getting reviewed.

Unfortunately there were some technical difficulties like login errors and problems with uploading and downloading, mostly due to a lot of users using the system at the same time. Although the system had been tested properly, there was no pilot possible which would be representative for such a vast group of users. The technical problems had an influence on the evaluation results that are discussed in the next chapter, but also led to a lot of suggestions to improve the peer review system as well as the peer review process. An overview of the most important technical difficulties can be found in Appendix 6.

## 4 Lessons learned

The use of Expertiza was evaluated through an online survey and two student focus groups.

### 4.1 Survey results

135 students filled out the online survey. The survey consisted of opinion questions that rated on a scale from 1 to 5 (strongly disagree, disagree, neutral, agree, strongly agree).

#	Question	Mean answer
1	The peer-review process has helped me think critically about the material covered on these assignments.	2.8
2	The peer-review process required me to be actively engaged in learning.	2.8
3	The peer-review process motivated me to learn the course content well.	2.3
4	I would be comfortable peer-reviewing other students' work in the future.	3.2
5	This process has led me to recognize the benefits of peer review in other settings.	2.7
6	The learning objectives of peer-review were clearly defined.	2.8
7	I understood the methodology of the peer review process.	3.3
8	I understood the criteria for evaluating other teams' submissions.	3.3
9	I understood what was expected of me in doing a peer review.	3.4
10	The feedback I received for my assignments was useful.	2.5
11	The feedback I received for my projects helped me improve my work.	2.6
12	The software was easy to use.	2.3

### 4.2 Focus group results

12 students (divided over 2 groups) participated in two focus group sessions.

#### How did you experience reviewing peers?

- The best feedback was the feedback we got for the last assignments when we had to give feedback in class (face to face). This way you got to ask questions and explain more about the feedback you gave. It would be a good idea to have a face to face feedback moment at the beginning of the course to get used to the idea and ask questions about peer reviewing to the teacher. After that you can do it digitally.
- It would be better to focus on one or two activities and create more time to do these. Reviewing three teams was a lot, two would be better. This way the quality of the feedback would improve. The grading of the course was also not equally divided amongst the activities. A large part of your grade depended on your attendance. If there were more emphasis on the peer reviewing process (in the grade) then it would be clearer where to put your effort in.
- We would prefer to have the same two teams to review for every assignment. Now we had to review three different teams for every assignment (three assignments in total). The content of papers wasn't always clear because the second round you couldn't read the first assignments from the group you had to review. Therefore there was a lot of information missing about the companies, which made it harder to write a good review. A solution would be to review the same two teams every round or to change the assignments so that the information is clear and complete enough to write a good review.

#### Would you prefer the peer reviewing to be anonymous?

- We didn't always know which team we were reviewing. It would be better to make the reviews more personal and less anonymous.

### **Did peer reviewing give you a better understanding of the course content?**

- Some of us were in a good learning community in which the reviewing process was taken seriously. In this situation the reviewing was really helpful, not only to improve your own paper, but also to get a better understanding of the content while reading others' work.

### **Did peer reviewing help you in learning how to give feedback?**

- a. What kind of feedback was helpful in improving your paper?**
- b. What kind of feedback was not helpful?**

- The student group was mixed; there were 2<sup>nd</sup> and 3<sup>rd</sup> year students as well as pre-masters. Some already knew how to give feedback and some didn't. There was a short instruction on Blackboard on how to give proper feedback but nobody read it. To improve the quality of giving feedback there should be a good lecture (for about one hour) on it at the beginning of the course.
- Both the numeric as the textual feedback was helpful if it was filled out seriously. It is very good to benchmark and get advice. Some teams gave useful feedback on both the structure as the content of the paper. But because of the errors in Expertiza students got less motivated.

### **Was the process of peer reviewing clear?**

- Yes it was clear, but because you had to work in a group of 5 students not everyone got a turn in reviewing. We had to split up in order to finish the assignments in time and some groups had the same people do the same tasks for all of the assignments. It would be better if there were a better instruction at the beginning of the course on how to give feedback but also on how to divide the work.
- It would also be helpful if we had an example of good feedback and an example of how to plan your reviewing. Maybe the good examples of this year can be used next year.
- Giving a review on a review was too much. If you would already have an incentive for giving the feedback and the opportunity to talk about it in the learning communities (which was not the case this time) it is not necessary to also give feedback on the reviews you got. This is just an extra step which doesn't add anything to the learning process.
- Apart from the technical difficulties: It would help a lot if had some kind of an answer model; an idea of how to answer the feedback questions. Or, even better, to have shorter and clearer questions.
- We would like one manual for the whole course. Now there was a course manual, a manual for each assignment and a manual for Expertiza. Because you didn't know what the next assignment would be, it was also difficult to explain to your company what would be next.

### **Would you like to see more teachers using peer review in their courses?**

- If applied correctly it would be nice to have more peer review assignments. Usually you already have to put so much time in finishing your own paper in time, there is little left for doing something extra. If the peer reviewing is well integrated in the course (and taken into account considering the time you have) it would work. If you are more used to giving feedback to your peers it won't be such a problem as it was now. The really motivated students already ask for peer feedback themselves but you cannot expect this from everybody.
- It can be helpful but the deadlines would have to be more realistic. Now we had to submit our work or do a review within two hours after the Learning Communities. Some students had to go to work or to another lecture and never had the time to make it before the deadline.

### **How did you experience working with Expertiza?**

#### **What problems did you encounter?**

- The program was clear and not too difficult to use. The continuing technical problems were really annoying and people started to make fun of it.
- There is improvement necessary in the layout, so it would be clearer where to find your documents. Now you had to click on an assignment first and then on another link before you could open a document. We would prefer to see all the documents you need at once.

- There was only one line in which you could put your comments. We had to write our comments in Word and then copy them to Expertiza. It would be better to have 4 or 5 lines for comment, which would also suggest that should give a longer answer than just a few words.
- Documents could only be 2 MB, this is too small. Especially the work that contained photographs is a lot bigger, unless you want your pictures to be of very bad quality. More capacity is needed.

**What benefits do you see in working with Expertiza?**

- Preparing your work together with other students.
- Learning how to give feedback.
- Improving your work.
- Getting a better understanding of the content because you read how others interpreted it.
- Becoming more involved. The students read more if they have to review others.
- Benchmarking; comparing your own work with others.
- Peer reviewing is a good substitute for teacher reviewing.
- Looking at others' work as an example of your own.

**How can we improve the process of peer reviewing for you?**

- Focus on one or two main activities in a course
- Demand a higher quality feedback
- Make the assignments incentive based
- Apply normal deadlines (not within 24 hours) and do not postpone them all the time
- Work with one system for one purpose (now we also had to submit work on Blackboard)
- Most of all by having enthusiastic learning community coaches



## 5 Recommendations

From the implementation of Expertiza in OTD, a lot of valuable lessons can be learned and a lot of improvements can be and have been made for future use of peer reviewing.

The difficulties that occurred were of organizational (peer review process) and of technical (peer review system) origin. Looking at the evaluation results and experiences of the project team, the following recommendations can be made:

### **5.1 Recommendations regarding the peer review process**

- Focus on one or two main activities in the course
- Be more clear in communication: why peer review and what is expected of students
- Create an incentive (teacher control, part of the grade, etc.)
- Make sure that the purpose and necessity of peer review is clear to all learning community coaches
- Make clear to which person students can go if they have questions (regarding the peer review system and regarding the course content)
- Explain task/assignments better and develop an answer model (example answers)
- Make the review questions more to the point
- Arrange for an introduction session in which users learn about the benefits of peer review, how to give and receive feedback and how the peer review system works
- Arrange for a face to face moment in which teams can ask questions about the feedback they got and explain the feedback given
- Apply realistic deadlines for students and set them on early morning hours to spread the peak of uploading
- Reduce the number of reviews per assignment to two, and let them review the same two teams each time
- Make the reviews less anonymous
- Reconsider making students give reviews on reviews when there already is an incentive
- Work with one system for one purpose (not also submit work in Blackboard)
- Construct one manual which includes all aspects of the course
- Hire at least two student assistants: one for the course and one especially for peer review
- Schedule enough time for helpdesk: functional and technical

### **5.2 Recommendations regarding the peer review system**

- Create a testing environment
- Make sure big technical difficulties are solved before implementing
- Create higher capacity for peak hours and for storage
- Improve Expertiza:
  - Create a control panel for instructors from which changes can be made for all courses at ones
  - Create an overview page/ better layout for student users from which they can click on all the links they need
  - Create an overview page/ better layout for teachers and teacher assistants in which they can see at once which teams have submitted work/reviewed work etc. and which teams have not, this way setting deadlines in Expertiza is not necessary
  - Create a help function which has answers to FAQ's and/or directs you to the person who can answer questions
  - Enable sending e-mail from Expertiza to users
  - Enable instructors to change text on the homepage

# Appendix 1: Review questions

Fill out the following questions to peer review assignment 1. Note that for each question you are asked to rate your response (scale 1 to 5), but you are also required to explain your score by indicating possibilities to improve the paper on the specific issue (When the paper does not need to be improved indicate what you liked...)

- | <b>No.</b> | <b>Evaluation question<sup>1</sup></b>  |
|------------|---|
|            | <i>Part I: Description of the research method</i>   |
| 1          | Does the report clearly describe what sources of information are drawn on and how the data are used and analyzed (1 = unclear, impossible to judge the quality of the data; 5 = very clear)?<br><br>To improve on this matter the authors can:  |
| 2          | Does the report present enough relevant information to describe the organization (1 = report lacks information on all important topics; 5 = presents relevant information on all important topics)?<br><br>To improve on this matter the authors can:   |
| 3          | Does the report present enough concrete information to clarify to the reader on what basis theoretical judgments were made (1 = information very general and abstract); 5 = use of many clear, concrete and relevant examples)?<br><br><i>Part II: organizational analysis</i>  |
| 4          | Is an appropriate theoretical framework selected to explain the core technology of the organization (1 = framework is entirely inappropriate; 5 = the framework fits the case perfectly)?<br><br>To improve on this matter the authors can:   |
| 5          | Does the report clearly and convincingly describe organizational form, key parts of the organization, and the division of labor in the organization (1 = the description is unclear and/or not convincing; 5 = the report describes the organization well and provides a clear analysis)?<br><br>To improve on this matter the authors can:   |
| 6          | Is the choice and description of main coordination mechanisms clear and convincing (1 = choice and description are unclear and not convincing; 5 = choice and description are completely clear and convincing)?<br><br>To improve on this matter the authors can:   |
|            | <i>Part III: Environmental analysis</i>   |
| 7          | Does the report describe the organizational environment well, using concepts of uncertainty, complexity and rate of change in the analysis, and the importance of differences between sub-environments for the organization (1 = description and analysis are unclear and/or not convincing; 5 = description and analysis are completely clear and convincing)?<br><br>To improve on this matter the authors can: |
| 8          | Do the researchers clearly evaluate organization-environment 'fit' and its relation with organization performance (1 = evaluation is unclear and/or not convincing; 5 = evaluation is completely clear and convincing)?   |
-

To improve on this matter the authors can:

*Part IV: Reflection*

- 9** Does the report make clear and concrete what is particularly special, interesting and/or strange about the case (1 = It remains completely unclear what is interesting about this organization; 5 = the report clearly shows what is interesting about this organization, providing concrete examples)?

To improve on this matter the authors can:

- 10** Do the researchers convincingly connect a framework from Hatch and Cunliffe to explain this self-selected feature (1 = the connection remains completely unclear; 5 = the researchers clearly show how the framework is useful to describe and explain what is special, interesting, and/or strange about their organization)?

To improve on this matter the authors can:

## Appendix 2: Review of review questions

### Questions for the meta-review (for all three assignments):

- 1** How useful is this review comment in helping you to improve and adjust the paper?  
(1 = the review and comments were not at all helpful; 10 = they were very helpful)

Do you have a suggestion for the reviewers to improve their review next time they have to do a review? To improve on this the reviewers can:

- 2** Did the reviewers clearly explain their judgment of your paper?  
(1 = I have no clue what they based their judgment on, I do not understand their remarks; 10 = they clearly explained their judgment of our paper)

Do you have a suggestion for the reviewers to improve their review next time they have to do a review? To improve on this the reviewers can:

- 3** How constructive was the tone of this review?  
(1= not constructive at all; 10 = very constructive, gave many stimulating suggestions and ideas for improvement)

Do you have a suggestion for the reviewers to improve their review next time they have to do a review? To improve on this the reviewers can:

### Appendix 3: Criteria peer review system

<b>Criteria</b>	<b>Requirements</b>
<i>Control</i>	- <i>Easy to control</i>
<i>Interactive feedback</i>	- <i>Feedback giver and receiver can ask each other questions, give explanations etc.</i>
	- <i>Receiver can give feedback on feedback and score the feedback given</i>
<i>Criteria oriented feedback</i>	- <i>Criteria for feedback can easily be uploaded and changed</i>
<i>Numeric and qualitative feedback</i>	- <i>The system offers the possibility of numeric scores</i>
	- <i>The system offers the possibility of textual feedback</i>
	- <i>The system gives a mean score of all scores given</i>
<i>Efficient monitoring</i>	- <i>The system offers a quick view of the process (submitted work, reviewed work etc.)</i>
	- <i>The system contains alerts that tell when submitted work and/or a review has a low score</i>
	- <i>Possibility to combined overviews of for example scores on opinion questions</i>
	- <i>Possibility of setting deadlines</i>
<i>Feedback groups</i>	- <i>It is easy to make sub groups in which people can judge each others work</i>
<i>Anonymity</i>	- <i>Feedback receiver can remain anonymous</i>
	- <i>Feedback giver can remain anonymous</i>
	- <i>Assignments can easily be divided at random</i>
<i>Costs</i>	- <i>Per student / per year</i>
<i>Technique</i>	- <i>Capacity database</i>
	- <i>Server</i>
	- <i>Underlying technique</i>
<i>Remaining issues</i>	

## Appendix 4: Quick start students

Welcome to Expertiza!

The Expertiza platform is a web-based application that allows users to submit documents for peer review and receive feedback in order to improve those documents.

### Step 1: Logging in

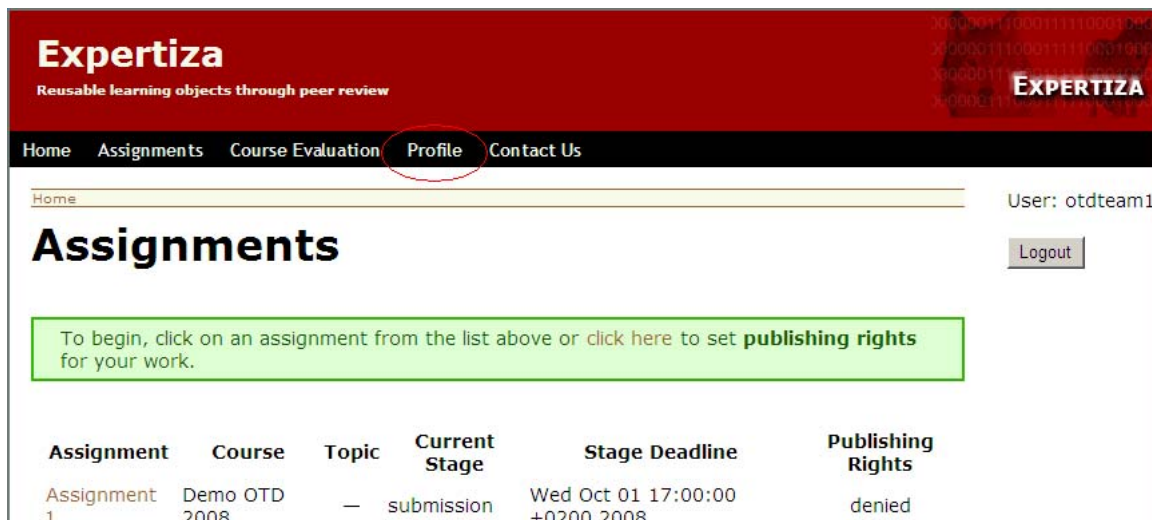
- Browse to: <http://expertiza.rsm.nl>
- Enter your team's user name and password (which you received by e-mail) and login:



The screenshot shows the Expertiza website's login page. The header is red with the 'Expertiza' logo and the tagline 'Reusable learning objects through peer review'. A navigation bar contains 'Home' and 'Contact Us'. The main content area is white and features a 'Welcome to Expertiza' heading, a brief description of the platform, and a 'Login' section with input fields for 'User Name' and 'Password', a 'Login' button, and a link for 'Forgotten your password?'. The footer is a dark grey bar with the 'Expertiza' logo.

### Step 2: Change your password

- You will see your Start Page in Expertiza: Assignments
- You can change your password by clicking on Profile



The screenshot shows the Expertiza website's 'Assignments' page. The header is red with the 'Expertiza' logo and the tagline 'Reusable learning objects through peer review'. A navigation bar contains 'Home', 'Assignments', 'Course Evaluation', 'Profile' (circled in red), and 'Contact Us'. The main content area is white and features an 'Assignments' heading, a 'Logout' button, and a green box with instructions: 'To begin, click on an assignment from the list above or click here to set publishing rights for your work.' Below this is a table with the following data:

Assignment	Course	Topic	Current Stage	Stage Deadline	Publishing Rights
Assignment 1	Demo OTD 2008	—	submission	Wed Oct 01 17:00:00 +0200 2008	denied

- Change your team password into a password all your team members can easily remember (because Expertiza does not use secure hypertext, please do not use the same password that you use on any system where you store sensitive personal information)
- You do not need to repeat your old password because you are already logged in
- Confirm your new password
- Check if your E-mail address is correct (the e-mail address of your team captain)
- Check if your E-mail options are correctly checked:
  - E-mail on review: ON
  - E-mail on submission: ON
  - E-mail on review of review: ON
- Click on Save

Expertiza
EXPERTIZA

Reusable learning objects through peer review

[Home](#) [Assignments](#) [Course Evaluation](#) [Profile](#) [Contact Us](#)

Profile
User: otdteam1

## User Profile Information

---

Full name (last, first[ middle])

---

Password

Confirm password

*If password field is blank, the password will not be updated.*

---

E-mail address

---

E-mail on review

E-mail on submission

E-mail on review of review

### Step 3: Viewing assignments

- Go back to your Expertiza Start Page by clicking on Assignments

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Home Assignments Course Evaluation Profile Contact Us

Profile User: otsteam1

## User Profile Information

Logout

Full name (last, first[ middle])  
team 1

- Ignore the text in the green section
- In the Assignment screen you see a list of assignments for your team. On Blackboard you will find the instructions for the assignment. In Expertiza you can upload the document that is made by your team for assignment 1, 2, 3 and the final report

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Assignments User: otsteam1

## Assignments

Logout

To begin, click on an assignment from the list above or click here to set publishing rights for your work.

Assignment	Course	Topic	Current Stage	Stage Deadline	Publishing Rights
Assignment 1	Demo OTD 2008	—	submission	Wed Oct 01 17:00:00 +0200 2008	denied
Assignment 2	Demo OTD 2008	—	submission	Wed Oct 22 17:00:00 +0200 2008	denied
Assignment 3	Demo OTD 2008	—	submission	Wed Nov 12 17:00:00 +0100 2008	denied
Final Report	Demo OTD 2008	—	submission	Fri Nov 21 17:00:00 +0100 2008	denied

- The deadlines you see behind the assignments are also in your course manual.
- **Note: After the assignment deadline passes you cannot upload your work for that assignment anymore.**



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Assignments User: otdteam1

## Assignments

Logout

To begin, click on an assignment from the list above or click here to set publishing rights for your work.

Assignment	Course	Topic	Current Stage	Stage Deadline	Publishing Rights
Assignment 1	Demo OTD 2008	—	submission	Wed Oct 01 17:00:00 +0200 2008	denied
Assignment 2	Demo OTD 2008	—	submission	Wed Oct 22 17:00:00 +0200 2008	denied

- When you click on the assignment name you will see three options:
  - Your work
  - Other's work
  - View scores

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Assignments User: otdteam1

## Submit or Review work for Assignment 1

Logout

Next: Click the activity you wish to perform on the assignment titled: Assignment 1

- Your work (Submit and view feedback)
- Others' work (Give feedback to others on their work)
- View scores

#### Step 4: Submitting your work

- Click on *Your work*

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Assignments User: otdteam1

## Submit or Review work for Assignment 1

Logout

Next: Click the activity you wish to perform on the assignment titled: Assignment 1

- Your work (Submit and view feedback)
- Others' work (Give feedback to others on their work)
- View scores

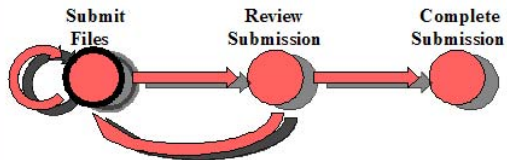
- Submit your team's work here
- Click on *Browse* to browse to the final version of your team's work for the assignment

# Submit work for Assignment 1

Logout

- View feedback on submissions
- Evaluate your team members

Submit your work for the assignment titled: Assignment 1



Upload link

Unzip submission

Upload file

- o Upload the document by clicking on *Upload file*

Unzip submission

C:\Assignment1.doc  Upload file

You will now see your submitted work at the bottom of the screen

- If you did not upload the right version of the document, select the file and click on *Delete selected file*. You can now upload a new file by repeating the steps as mentioned before

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Reusable learning objects through peer review

Home Assignments Course Evaluation Profile Contact Us

Assignments User: otdteam1

## Submit work for Assignment 1

Logout

- View feedback on submissions
- Evaluate your team members

Submit your work for the assignment titled: Assignment 1

Upload link

Unzip submission

Browse... Upload file

**File and folder actions**

Create new folder Copy selected file Move selected file Rename selected file

Delete selected file Reset

Name	Size	Type	Date Modified
Assignment1.doc	21504	file	Mon Sep 22 12:14:05 +0200 2008

- The teams that have to review your work will receive an e-mail that announces that your work has been submitted and is ready to review
- Your team captain will receive an e-mail when the team that you will have to review has submitted their work
- Your team captain will also receive an e-mail when someone has reviewed your work and when another team has reviewed your reviews
- If you don't want to receive these emails, change the email options in the Profile screen (see step 2)

Hi OTDteam1, A new submission has been made for OTD-iba/LC3-Assignment1 in Review 1.

This e-mail has been generated by Expertiza

## Step 5: Reviewing others' work

- Go back to the assignment by clicking on the *Assignments* link and then clicking on assignment 1, 2 or 3
- Click on *Others' work*

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Home Assignments Course Evaluation Profile Contact Us

Assignments User: otdteam1

# Submit or Review work for Assignment 1

Logout

Next: Click the activity you wish to perform on the assignment titled: Assignment 1

- [Your work](#) (Submit and view feedback)
- [Others' work](#) (Give feedback to others on their work)
- [View scores](#)

- You have been assigned to review three other teams for each assignment. Also three other teams will review your work
- After you have reviewed another team's work the words *View* and *Edit* will appear behind the assignment instead of *Begin*. That way you will know which assignments you have already reviewed and which ones you still have to review
- You only have to review assignments 1, 2 and 3. The final report is not reviewed by other teams, but by your Learning Community Instructor.

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Assignments User: otdteam1

# Reviews for Assignment 1

Logout

- Assignment 1 Review 1 [Begin](#)
- Assignment 1 Review 2 [Begin](#)
- Assignment 1 Review 3 [Begin](#)

- Click on *Begin* to begin reviewing

Home

User: otdteam1

## New Review

Logout

### Submitted Files

Name	Size	Type	Date Modified
** Assignment1.doc	21504 file		Mon Sep 22 12:14:05 +0200 2008

1. Does the report clearly describe what sources of information are drawn on and how the data are used and analyzed (1 = unclear, impossible to judge the quality of the data; 5 = very clear)? To improve on this matter the authors can:

 1 ▾

2. Does the report present enough relevant information to describe the organization (1 = report lacks information on all important topics; 5 = presents relevant information on all important topics)? To improve on this matter the authors can:

 1 ▾

3. Does the report present enough concrete information to clarify to the reader on what basis theoretical judgments were made (1 = information very general and abstract); 5 = use of many clear, concrete and

- When you click on *Begin* the review screen appears where you will see the file(s) submitted by the other team and the review questions below that
- Open the file by clicking on it.
- Read the file and answer the review questions
- After answering a question you can give points on a scale of 1 to 5 to value the work of the other team
- Click on *Save* to save your review
- Until the deadline passes you can edit your review if you are not satisfied with it
- After the deadline passes you cannot do or edit a review anymore.
- Your review will be graded by the team you just reviewed. When you have given useful feedback and helped the other team on improving their assignment the other team should give you a good grade for reviewing their work. This grade will count for your final grade for Organization Theory & Dynamics.

## Step 6: View scores

- You can view feedback and scores you got on your team's work by going to *View Scores*
- **Note: the feedback will only appear after the review deadline.**

The screenshot shows the 'Submit or Review work for Assignment 1' page. At the top, there is a navigation bar with 'Home', 'Assignments', 'Course Evaluation', 'Profile', and 'Contact Us'. Below the navigation bar, the page title is 'Submit or Review work for Assignment 1'. A green box contains the instruction: 'Next: Click the activity you wish to perform on the assignment titled: Assignment 1'. Below this, there is a list of activities: 'Your work (Submit and view feedback)', 'Others' work (Give feedback to others on their work)', and 'View scores', which is circled in red. The user is identified as 'otdteam1' and there is a 'Logout' button.

- You will see the three reviews on your work, the average points and a final grade
- Click on *View* to view the review scores and comments

The screenshot shows the 'Scores for Assignment 1' page. At the top, there is a navigation bar with 'Home', 'Assignments', 'Course Evaluation', 'Profile', and 'Contact Us'. Below the navigation bar, the page title is 'Scores for Assignment 1'. The user is identified as 'otdteam1' and there is a 'Logout' button. The page displays three reviews: 'Review 1 done on Monday September 22 2008, 12:15PM View', 'Review 2 done on Monday September 22 2008, 12:32PM View', and 'Review 3 done on Monday September 29 2008, 01:02PM View'. Below the reviews, the 'Grade' section shows 'Average (of all reviews) = 47.5' and 'Final grade = 73 %'.

- The scores and comments of the other team on your work will appear

The screenshot shows the 'Scores for Assignment 1' page with a table of review details. The user is identified as 'otdteam1' and there is a 'Logout' button. The table has columns for 'Question', 'Score', and 'Comment'. The review details are as follows:

Question	Score	Comment
7. Do the researchers clearly evaluate organization-environment 'fit' and its relation with organization performance (1 = evaluation is unclear and/or not convincing.; 5 = evaluation is completely clear and convincing)? To improve on this matter the authors can:	4	Suggestion
8. Does the report make clear and concrete what is particularly special, interesting and/or strange about the case (1 = It remains completely unclear what is interesting about this organization; 5 = the report clearly shows what is interesting about this organization, providing concrete examples)? To improve on this matter the authors can:	2	Suggestion
9. Do the researchers convincingly connect a framework from Hatch and Cunliffe to explain this self-selected feature (1 = the connection remains completely unclear; 5 =		

## Step 7: Giving author feedback

- o Beneath the scores and comments you got there is a link to giving feedback to the reviewer. Click on *Begin*

4. Is an appropriate theoretical framework selected to explain the core technology of the organization (1 = framework is entirely inappropriate; 5 = the framework fits the case perfectly)? To improve on this matter the authors can:	1	Suggestion
5. Does the report clearly and convincingly describe organizational form, key parts of the organization, and the division of labor in the organization (1 = the description is unclear and/or not convincing; 5 = the report describes the organization well and provides a clear analysis )? To improve on this matter the authors can:	3	Suggestion
6. Does the report describe the organizational environment well, using concepts of uncertainty, complexity and rate of change in the analysis, and the importance of differences between sub-environments for the organization (1 = description and analysis are unclear and/or not convincing; 5 = description and analysis are completely clear and convincing)? To improve on this matter the authors can:	4	Suggestion
<b>Total</b>	<b>32</b>	<b>Score: 64.00%</b>

Additional comment : Suggestion

Give feedback to reviewer: [Begin](#)

- o Fill out the Feedback to reviewer form by giving suggestions to improve the review and scoring the feedback on a scale from 1 to 5.
- o Click on *Create Feedback* to save your author feedback.

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Home Assignments Course Evaluation Profile Contact Us

User: otteam1 [Logout](#)

## New Feedback to Reviewer

1. How useful is this review comment in helping you to improve and adjust the paper? (1 = the review and comments were not at all helpful; 5 = they were very helpful). Do you have a suggestion for the reviewers to improve their review next time they have to do a review? To improve on this the reviewers can:

Suggestion

2. Did the reviewers clearly explain their judgment of your paper? (1 = I have no clue what they based their judgment on, I do not understand their remarks; 5 = they clearly explained their judgment of our paper). Do you have a suggestion for the reviewers to improve their review next time they have to do a review? To improve on this the reviewers can:

Suggestion

3. How constructive was the tone of this review? (1= not constructive at all; 5 = very constructive, gave many stimulating suggestions and ideas for improvement). Do you have a suggestion for the reviewers to improve their review next time they have to do a review? To improve on this the reviewers can:

Suggestion

Additional Comment

Suggestion

[Create Feedback](#)

- o To see what author feedback you got on your review go back to the Assignment screen and click on *Others' work*

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Home Assignments Course Evaluation Profile Contact Us

Assignments User: otteam1

## Submit or Review work for Assignment 1

Logout

Next: Click the activity you wish to perform on the assignment titled: Assignment 1

- Your work (Submit and view feedback)
- Others' work (Give feedback to others on their work)
- View scores

- o Click on *View* behind the assignment your team reviewed

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Home Assignments Course Evaluation Profile Contact Us

Assignments User: otteam1

## Reviews for Assignment 1

Logout

- Assignment 1 Review 1 View Edit
- Assignment 1 Review 2 Begin
- Assignment 1 Review 3 Begin

Back

- o Click on *View author feedback* to see what feedback your team got on your review.
- o **Note: The author feedback will appear only after the review of review deadline has passed**

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Home Assignments Course Evaluation Profile Contact Us

Assignments User: otteam10

## View Review

Logout

Submitted Files

Name	Size	Type	Date Modified
** Assignment1.doc	21504	file	Mon Sep 22 12:14:05 +0200 2008

View review  
View author feedback



- The Learning Community Instructor will see a table of scores for every assignment: which teams submitted their work, what review scores they got and what author feedback scores they got (Note: this screen does not appear in your account of Expertiza).

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Home Administration Survey Deployments Assignments Course Evaluation Profile Contact Us

Home User: teacher-OTD

## Summary report for Assignment 1

[Logout](#)

Contributor	Submitted work		Reviewing		Peer Reviewing		Final Score
	Average	Range	Average	Range	Average	Range	
team 1 <a href="#">show submission</a>	51.33% <a href="#">show reviews</a>	82% - 96% <a href="#">email reviewers</a>	---	---	---	---	(in submission)
team 10 <a href="#">show submission</a>	---	---	---	---	---	---	(in submission)
team 2 <a href="#">show submission</a>	---	---	---	---	---	---	(in submission)
team 3 <a href="#">show submission</a>	---	---	---	---	---	---	(in submission)
team 4 <a href="#">show submission</a>	---	---	---	---	---	---	(in submission)

### Step 8: Logging out

- Log out by clicking on the button: Logout

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Home Assignments Course Evaluation Profile Contact Us

Assignments User: otteam1

## Assignments

[Logout](#)

To begin, click on an assignment from the list above or [click here](#) to set **publishing rights** for your work.

Assignment	Course	Topic	Current Stage	Stage Deadline	Publishing Rights
Assignment 1	Demo OTD 2008	—	submission	Wed Oct 01 17:00:00 +0200 2008	denied

### Step 9: Questions?

- If you have any questions regarding the use of Expertiza please put them on the Discussion Board in Blackboard.

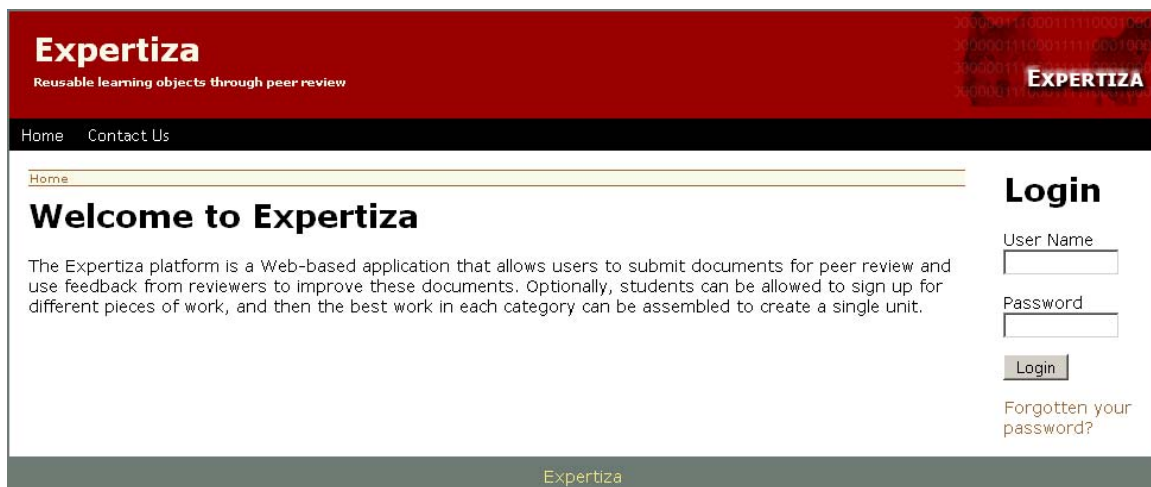
# Appendix 5: Quick start teachers

Welcome to Expertiza!

The Expertiza platform is a web-based application that allows users to submit documents for peer review and receive feedback in order to improve those documents.

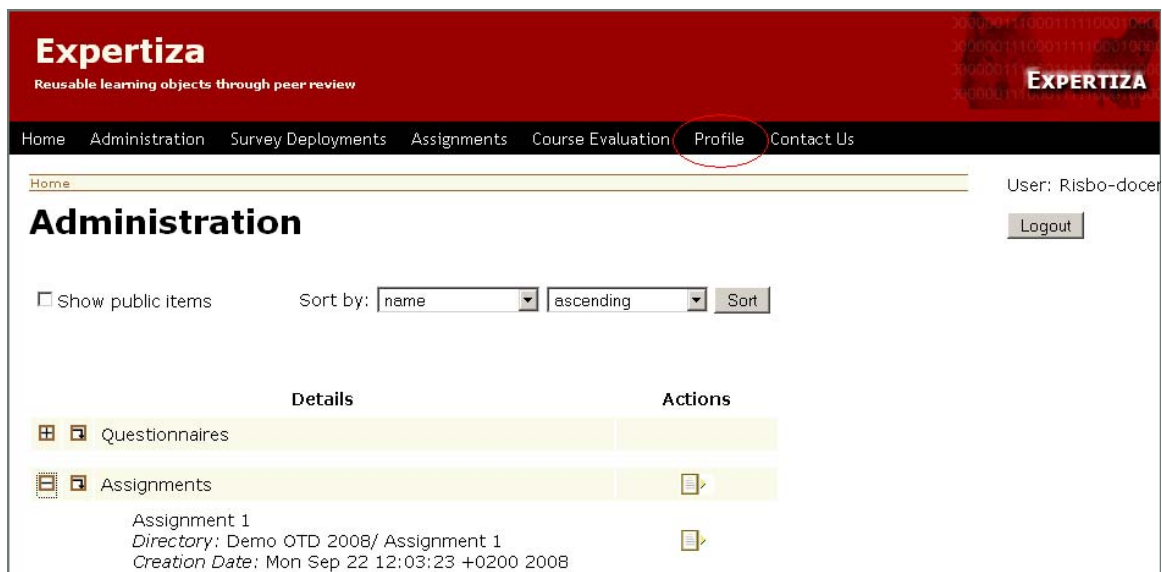
## Step 1: Logging in

- Browse to: <http://expertiza.rsm.nl>
- Enter your user name and password (handed out to you at the workshop) and login:



## Step 2: Change your password

- You will see your Start Page in Expertiza: Administration
- Change your password by clicking on Profile



- You can change your password into a password you can easily remember but that is unknown by other people
- You do not need to repeat your old password because you are already logged in
- Confirm your new password
- Check if your E-mail address is correct
- Check if your E-mail options are correctly checked:
  - E-mail on review: OFF
  - E-mail on submission: OFF
  - E-mail on review of review: OFF
- Click on Save

Expertiza
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EXPERTIZA

[Home](#) [Administration](#) [Survey Deployments](#) [Assignments](#) [Course Evaluation](#) [Profile](#) [Contact Us](#)

Profile
User: Risbo-docer

Logout

## User Profile Information

Full name (last, first[ middle])

---

Password

Confirm password

If password field is blank, the password will not be updated.

---

E-mail address

---

E-mail on review

E-mail on submission

E-mail on review of review

Save

### Step 3: View assignment reports

- o Go back to your Expertiza Start Page by clicking on Administration

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Home **Administration** Survey Deployments Assignments Course Evaluation Profile Contact Us

Profile User: Risbo-docer

## User Profile Information

Logout

Full name (last, first[ middle])  
RSM Docent

- o You will see a list of assignments for your Learning Community and a \ of editing options behind them
- o Each Learning Community gets 3 assignments and a final report assignment they have to submit to Expertiza
- o Scroll over the button behind an assignment
- o *View scores* is the link you use to monitor the feedback process. The other options (*Copy, Edit, Delete, etc.*) have been pre-programmed for you; do not change any of the settings within these options!

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Home Administration **Survey Deployments** Assignments Course Evaluation Profile Contact Us

Home User: Risbo-docer

## Administration

Logout

Show public items    Sort by: name | ascending | Sort

Details	Actions
Questionnaires	
Assignments	
Assignment 1 <i>Directory:</i> Demo OTD 2008/ Assignment 1 <i>Creation Date:</i> Mon Sep 22 12:03:23 +0200 2008	Copy assignment Edit assignment
Assignment 2 <i>Directory:</i> Demo OTD 2008/ Assignment 2 <i>Creation Date:</i> Mon Sep 22 12:03:23 +0200 2008	Delete assignment Make Private
Assignment 3 <i>Directory:</i> Demo OTD 2008/ Assignment 3 <i>Creation Date:</i> Mon Sep 22 12:03:23 +0200 2008	Add Participants Remove from Course
Final Report <i>Directory:</i> Demo OTD 2008/ Final report <i>Creation Date:</i> Mon Sep 22 12:03:23 +0200 2008	Assign Reviewers <b>View Scores</b> Assign Surveys
test assignment 1 <i>Directory:</i> testcourse sep 19/ass 1 <i>Creation Date:</i> Fri Sep 19 12:50:23 +0200 2008	View Survey Responses

- When you click on *View scores* you will see a list of teams who have submitted their assignment

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Home Administration Survey Deployments Assignments Course Evaluation Profile Contact Us

Profile User: Risbo-docer

## Summary report for Assignment 1

Logout

Contributor	Submitted work		Reviewing		Peer Reviewing		Final Score
	Average	Range	Average	Range	Average	Range	
team 1 <a href="#">show submission</a>	93.00%	88% - 98%	---	---	---	---	(in submission)
team 10 <a href="#">show submission</a>	---	---	---	---	---	---	(in submission)
team 2 <a href="#">show submission</a>	---	---	---	---	---	---	(in submission)
team 3 <a href="#">show submission</a>	---	---	---	---	---	---	(in submission)
team 4 <a href="#">show submission</a>	---	---	---	---	---	---	(in submission)

- When you click on *show submission* you will see the work that student teams have submitted and the review questions other students have to answer
- Click on the submitted work to read it

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Home Administration Survey Deployments Assignments Course Evaluation Profile Contact Us

Profile User: Risbo-docer

## Summary report for Assignment 1

Logout

Contributor	Submitted work		Reviewing		Peer Reviewing		Final Score
	Average	Range	Average	Range	Average	Range	
team 1 <a href="#">hide submission</a>	93.00%	88% - 98%	---	---	---	---	(in submission)

**File Submissions:**

- [Assignment1.doc](#)

[create review](#)

- o Click on show reviews to read them

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Home Administration Survey Deployments Assignments Course Evaluation Profile Contact Us

Profile User: Risbo-docer Logout

## Summary report for Assignment 1

Contributor	Submitted work		Reviewing		Peer Reviewing		Final Score
	Average	Range	Average	Range	Average	Range	
team 1 show submission	93.00%	88% - 98%	---	---	---	---	(in submission)
team 10 show submission	---	---	---	---	---	---	(in submission)

- o Click on hide reviews to go back to the View scores table again

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Home Administration Survey Deployments Assignments Course Evaluation Profile Contact Us

Profile User: Risbo-docer Logout

## Summary report for Assignment 1

Contributor	Submitted work		Reviewing		Peer Reviewing		Final Score
	Average	Range	Average	Range	Average	Range	
team 1 show submission	93.00%	88% - 98%	---	---	---	---	(in submission)

	Review1	Review2
Reviewer	team 8	team 9
Average score	98.00%	88.00%

Reviewer: team 8 [hide review](#)

7. Do the researchers clearly evaluate organization-environment 'fit' and its relation with organization performance (1 = evaluation is unclear and/or not convincing,; 10 = evaluation is completely clear and convincing)? To improve on this matter the authors can:

(8 out of 10): suggestions

8. Does the report make clear and concrete what is particularly special, interesting and/or strange about the case (1 = It remains completely unclear what is interesting about this organization; 10 = the report clearly shows what is interesting about this organization, providing concrete examples)? To improve on this matter the authors can:

(6 out of 10): suggestions

9. Do the researchers convincingly connect a framework from Hatch and Cunliffe to explain this

- Five students are part of one team. Each team has to submit three assignments and a final report. Each of the three assignments is reviewed by three other teams. The reviewing teams give grades for the submitted work and receive grades for reviewing others' work. The final report is not reviewed and graded by the students but by the teachers.
- Behind the student names you will see the review grades that other students gave for the submitted work and the grade the students get for reviewing others' work.
- After the grade for the review of the review you see a final score that is the average of the previous grades.

#### Step 4: Checking on submission

Student teams get grades for reviewing others' work. If the teams do not submit their work in time other teams cannot get a grade for reviewing it. Therefore it is important that the work is submitted before the deadline that is set for it.

The deadlines for the iBa students are:

	<b>Submit work</b>	<b>Review</b>	<b>Review of review</b>
<b>Assignment 1</b>	October 1 - 17:00	October 3 - 17:00	October 6 - 17:00
<b>Assignment 2</b>	October 22 - 17:00	October 24 - 17:00	October 27 - 17:00
<b>Assignment 3</b>	November 12 - 17:00	November 14 - 17:00	November 17 - 17:00
<b>Final report</b>	November 21 - 17:00	November 24 - 17:00	-

The deadlines for the Ba students are:

#### Ba (LC's 1 t/m 10, 13 en 14)

	<b>Submit work</b>	<b>Review</b>	<b>Review of review</b>
<b>Assignment 1</b>	September 30 - 17:00	October 3 - 17:00	October 6 - 17:00
<b>Assignment 2</b>	October 21 - 17:00	October 24 - 17:00	October 27 - 17:00
<b>Assignment 3</b>	November 11 - 17:00	November 14 - 17:00	November 17 - 17:00
<b>Final report</b>	November 21 - 17:00	November 24 - 17:00	-

#### Ba (LC's 11, 12, 15 en 16)

	<b>Submit work</b>	<b>Review</b>	<b>Review of review</b>
<b>Assignment 1</b>	October 1 - 17:00	October 3 - 17:00	October 6 - 17:00
<b>Assignment 2</b>	October 22 - 17:00	October 24 - 17:00	October 27 - 17:00
<b>Assignment 3</b>	November 12 - 17:00	November 14 - 17:00	November 17 - 17:00
<b>Final report</b>	November 21 - 17:00	November 24 - 17:00	-

## Step 5: Reviewing and grading the Final report

- Student teams submit their final report in Expertiza
- Click on View scores behind the Final report assignment

The screenshot shows the 'Assignments' section in Expertiza. It lists several assignments: Assignment 1, Assignment 2, Assignment 3, Final Report, and test assignment 1. The 'Final Report' assignment is highlighted, and a context menu is open over it. The menu items are: Copy assignment, Edit assignment, Delete assignment, Make Private, Add Participants, Remove from Course, Assign Reviewers, View Scores (circled in red), Assign Surveys, and View Survey Responses.

- Click on Show submission

The screenshot shows the 'Summary report for Final Report' page in Expertiza. The page has a navigation bar with links: Home, Administration, Survey Deployments, Assignments, Course Evaluation, Profile, and Contact Us. The user is identified as 'User: Risbo-docer' and there is a 'Logout' button. The main content is a table with the following structure:

Contributor	Submitted work		Reviewing		Peer Reviewing		Final Score
	Average	Range	Average	Range	Average	Range	
team 1 <a href="#">show submission</a>	---	---	---	---	---	---	(in submission)
team 10 <a href="#">show submission</a>	---	---	---	---	---	---	(in submission)

The 'show submission' link for 'team 1' is circled in red.



- o Click on the assignment name to open the document

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Home Administration Survey Deployments Assignments Course Evaluation Profile Contact Us

Home User: Risbo-docer Logout

## Summary report for Final Report

Contributor	Submitted work		Reviewing		Peer Reviewing		Final Score
	Average	Range	Average	Range	Average	Range	
team 1 <a href="#">hide submission</a>	---	---	---	---	---	---	(in submission)
<b>File Submissions:</b>							
<ul style="list-style-type: none"> <li>• <a href="#">Assignment_4_Final_report.doc</a></li> </ul>							
<a href="#">create review</a>							
team 10 <a href="#">show submission</a>	---	---	---	---	---	---	(in submission)

- o After reading the document click on Create review to begin reviewing

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Home Administration Survey Deployments Assignments Course Evaluation Profile Contact Us

Home User: Risbo-docer Logout

## Summary report for Final Report

Contributor	Submitted work		Reviewing		Peer Reviewing		Final Score
	Average	Range	Average	Range	Average	Range	
team 1 <a href="#">hide submission</a>	---	---	---	---	---	---	(in submission)
<b>File Submissions:</b>							
<ul style="list-style-type: none"> <li>• <a href="#">Assignment_4_Final_report.doc</a></li> </ul>							
<a href="#">create review</a>							
team 10	---	---	---	---	---	---	(in

- Fill out the review form and give a score between 1 and 10 for each question.
- When you have finished the review click on Save. The students are now able to see your review.

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Home Administration Survey Deployments Assignments Course Evaluation Profile Contact Us

Home User: Risbo-docer Logout

## New Review

Submitted Files

Name	Size	Type	Date Modified
** Assignment_4_Final_report.doc	21504 file		Thu Sep 25 10:46:17 +0200 2008

- Does the report clearly describe what sources of information are drawn on and how the data are used and analyzed (1 = unclear, impossible to judge the quality of the data; 10 = very clear)? To improve on this matter the authors can:  1
- Does the report present enough relevant information to describe the organization (1 = report lacks information on all important topics; 10 = presents relevant information on all important topics)? To improve on this matter the authors can:  1
- Does the report present enough concrete information to clarify to the reader on what basis theoretical judgments were made (1 = information very general and abstract); 10 = use of many clear, concrete and relevant examples)? To improve on this matter the authors can:  1
- Is an appropriate theoretical framework selected to explain the core technology of the organization (1 = framework is entirely inappropriate; 10 = the framework fits the case perfectly)? To improve on this matter the authors can:  1
- Does the report clearly and convincingly describe organizational form, key parts of the organization, and the division of labor in the organization (1 = the description is unclear and/or not convincing; 10 = the report

### Step 6: Logging out

- Log out by clicking on the button: Logout

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Home Administration Courses Assignment Creation Participants Questionnaires Assignments Course Evaluation

Assignment Creation User: OTD-iba4 Logout

## Assignments

My assignments

Assignment name	Directory						
OTD-iba/LC1-Assignment1	OTD-iba4/OTD iba Folder LC1/	Edit	Copy	Delete	Assign reviewers	View report	Assign surveys

## Appendix 6: Technical difficulties

- Sending e-mail from Expertiza to alert users on submitted or reviewed work did not work
- Reviewing teams was only possible within the learning community
- New version of Expertiza (September 2008) caused new errors:
  - Making a new assignment
  - Adding a teacher assistant to a course
  - Uploading and opening documents
  - Saving reviews
  - Review of reviews: scores were added to review scores - the average grade was a combination of the grade you gave and the grade you got
  - Review scores ended up with the wrong teams
  - Review questions that were answered got mixed up (starting from 5,6,7,8 then to 1,2,3 etc.)
- Login per team; every team got a login name and password which was the same for every student in the team
- About 20 teams could not login. After giving them a new password, the problem was solved
- Text on homepage could only be changed by the admin user
- Link to 'forgot your password' was removed (it still referred to NCSU)
- Changing deadlines had to be done for each learning community separate (24 lc's)
- Too many users at the same time made the system very slow and finally it collapsed
- A testing environment could have been helpful
- Difficult layout. Users had to click three times to find the link to reviews and metareviews.