

**22-MGMT-714
LEADERSHIP AND ORGANIZATIONS
Fall 2009**

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Office Hours:

Tuesdays and Thursdays 1:00PM to 3:00PM or by appointment.

Class Meeting Times:

Mondays and Wednesdays, 10:00AM – 11:45AM.

Class Location:

110 Lindner Hall

Required Materials:

Kinicki, A. & Kreitner, R. (2009). *Organizational Behavior: Key Concepts, Skills & Best Practices*. 4th edition. McGraw-Hill Irwin.

Applications Readings and HBR Case Studies are also required. The HBR Case Studies will be provided in class. Most of the Application Readings will also be provided via Blackboard. To access other Applications Readings, you will need to visit a database on the library website. Here is the process:

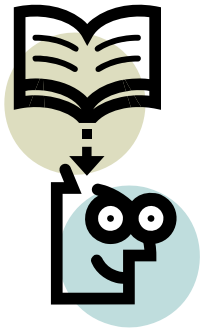
1. Go to www.libraries.uc.edu.
2. If you are logging in from off campus, you will have to log in via the proxy server. (See instructions on the library's home page under "Off Campus Access.")
3. From the quicklinks (left-hand column), choose "Articles."
4. Choose "A to Z list of databases."
5. Click on "Business Source Complete" under "B"; Business Source Complete is on the second page of the "B" listings (so you will need to click on "next.")
6. Search for each article. For quickest results, I recommend searching on at least two things, e.g., author name + journal title.

Course Purpose:

This course focuses on concepts and applications related to the leadership of organizations and the individuals who enact them. We will cover micro-level (e.g., individual) and macro-level (e.g., organization) issues in the context of leadership. Self-assessment/experiential exercises will allow you to develop a better understanding of

yourself and others so that you can be more effective in leading, managing and following in the organizations of which you are a part. Readings and assignments are geared toward developing greater self-awareness, as well as increasing understanding of perception, personality and emotion, power and influence, motivation and leadership theories and challenges, and organizational change, structure and culture.

Course Objectives:



- To learn more about yourself and your own assumptions, strengths and areas for development.
- To understand more about others, including the nature and value of differences in points of view.
- To build a toolkit of concepts so that you can engage in dialogue about leadership and organizations more knowledgeably.
- To refine abilities to read critically, think analytically, speak articulately, and write convincingly.
- To enhance diagnostic skills in identifying, analyzing and reflecting on your own and others' behavior.
- To improve prescription skills and the ability to actively experiment with possible courses of action.
- To work hard, but also have fun with all of the above!

Course Methods:

This course is intended to blend theory (concepts) and practice (applications) with the intent of learning more about both. To gain a richer understanding of both theory and practice, we will use a variety of methods, including experiential exercises, instrumental exercises, role plays, videos, cases and other activities. To fully engage in this course, it is essential that you come to class prepared to jump into the material so that we can make the most of our limited contact time.

Blackboard:

A course website has been set up in Blackboard (<http://blackboard.uc.edu>).

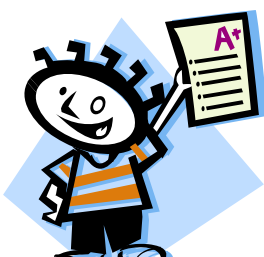
Blackboard will be used as a means for making course materials available to you. I will post overheads used in class and other course materials. Blackboard will also be used to make announcements and post changes to the class. It is important to check Blackboard!!

Grading:

Grades will be assigned based on the following weights and scale:

Individual Components

(100 pts.)	Concept Miniquizzes (6 @ 20 pts./each; drop lowest)
(30 pts.)	Class Contribution
(50 pts.)	L&O Paper I: Leadership Self-Analysis
(50 pts.)	L&O Paper II: Work Scenario Analysis
(50 pts.)	L&O Paper III: Individual HBR Case Study Analysis



Group Components

(30 pts.)	Group HBR Case Study Overview
(20 pts.)	Discussion Questions on Readings

330 pts. TOTAL POSSIBLE POINTS

A:	307-330 pts.	C:	241-253 pts.
A-:	297-306 pts.	C-:	231-240 pts.
B+:	287-296 pts.	D+:	221-230 pts.
B:	274-286 pts.	D:	208-221 pts.
B-:	264-273 pts.	D-:	198-207 pts.
C+:	254-263 pts.	F:	< 198 pts.

Concept Mini-Quizzes

Six concept miniquizzes will be given as an opportunity for you to demonstrate your understanding of concepts, theories and terms in the course and as an incentive to keep on top of the textbook reading. The concepts that are “fair game” for the miniquizzes are identified on the handout *Key Concepts Sheet*. These concepts are drawn from the textbook (Kinicki & Kreitner) assignments. The format will be true/false and multiple choice. All miniquizzes will be given during the first 10 minutes of class and will be followed by additional class activities. Your lowest miniquiz score will be dropped from your overall grade. (In other words, your miniquiz grade will be based on your five best miniquizzes out of six miniquizzes given.) If you are late or absent on the day of a miniquiz, this is the miniquiz score that will be dropped.

Class Contribution:

It is my expectation that you will be prompt and regularly attend class sessions. Also, class contribution is an important component in this course. You are expected to read the assigned material (including the cases each week) and be prepared to discuss it in class and to participate in in-class activities and exercises. Contribution involves active engagement as well as substance (quality *and* quantity). Excused absences include illness and my limited interpretation of "extenuating circumstances," work-related or otherwise, when I have been *notified in advance*.

L&O Paper I: Leadership Self-Analysis:

As we'll discuss on the first day of class, self-knowledge is an important component of leadership. In the first few weeks of the course, you will begin to document a process of knowing yourself and your potential as a leader. You will create a Leadership Self-Analysis, the first individual paper for this course. The requirements for this assignment will be provided on the first day of class and posted under “Assignments” in Blackboard.

L&O Paper II

The second individual paper that you will complete in this course asks for you to

describe briefly a particular scenario from your work (present or past) that deals with motivation or leadership. You will then analyze this scenario using motivation or leadership theories and concepts from the course. The requirements for this assignment will be provided on the first day of class and posted under “Assignments” in Blackboard.

L&O Paper III: HBR Case Study Analysis

The third individual paper that you will complete in this course asks for you to analyze one of the assigned HBR Case Studies (see *Course Schedule* on page six of this syllabus). The requirements for this assignment will be provided on the first day of class and posted under “Assignments” in Blackboard.

On the first day of class, we will form groups for in-class activities, as well as for completion of the Group HBR Case Study Overview and Discussion Questions over the Applications Readings. I will create group pages on Blackboard for you to exchange ideas and materials; only your group members will have access to your group pages.

Group HBR Case

Each group will be responsible for preparing an HBR Case Study Overview based on one of the assigned HBR Case Studies (see *Course Schedule* on page six of this syllabus).

On the first day of class, each group will sign up for a Group HBR Case Study Overview date. The requirements for the Group HBR Case Study Overview will be provided on the first day of class and posted under “Assignments” in Blackboard.

Discussion Questions

After the second week, each group will be responsible for generating four discussion questions over the two Application Readings assigned for each class (i.e., two discussion questions for each Application Reading each week). One member of each group should email the group’s discussion questions to me (ana.leonard@uc.edu) by noon the day *before* the Application Readings will be discussed. I will select some of the discussion questions for our in-class discussion of the readings. There is no need for the group to meet formally to generate these questions. You might divide responsibility among group members, share questions on your group’s Blackboard group page and then designate a group member to send the questions to me by noon. Your Discussion Question grade will be based on how interesting your questions are (i.e., whether they stimulate discussion) and whether or not they demonstrate evidence of comprehension and interpretation of the readings.

NOTE: YOU ARE REQUIRED TO READ ALL OF THE HBR CASE STUDIES LISTED ON THE COURSE SCHEDULE!

Additional Course Policies:

- Cancelled classes. If the University cancels classes on a regularly scheduled class day, any assignments will be due at the next regularly scheduled class.

- Incomplete. Incompletes will be given only in rare cases where arrangements have been made with me in advance. Otherwise, if you do not complete all course requirements, you will be assigned the letter grade corresponding to the number of points you have received.
- Late assignments. Any work that is turned in late will automatically lose 5% per day, starting at the time at which it was due.
- **No extra credit assignments or projects will be given under any circumstances in this course.**
- Grade appeals. If you have a concern about a grade that you receive in this class, you are invited to submit to me a written appeal within one week of receiving the grade in question. The appeal should outline your specific concerns with the grade and provide evidence supporting why the grade should be changed. I will then review your appeal and respond as quickly as possible.
- Academic dishonesty. Academic dishonesty as defined by University policy (e.g., plagiarizing, cheating, etc.) will not be tolerated in any form. The University Rules, including the Student Code of Conduct, and other documented policies of the department, college, and university related to academic integrity will be enforced. Any violation of these regulations, including acts of plagiarism or cheating, will be dealt with on an individual basis according to the severity of the misconduct.
- Special needs policy. If you have a disability (e.g., visual impairment, hearing impairment, physical impairment, communication disorder, and/or specific learning disability) that may influence your performance in this course, you must meet with the Disability Services Office (DSO) to arrange for reasonable accommodations to ensure an equitable opportunity to meet all the requirements of this course. If you require accommodations due to disability, please contact DSO at 556-6823, Campus Location: 210 University Pavilion. You will be provided an Accommodation Form indicating your accommodation needs for the quarter. Please present this form to me AS SOON AS POSSIBLE to ensure your accommodation needs are discussed, agreed upon, and provided.