

University of the Incarnate Word Course Syllabus/Outline

Course: HRES 4350/ORGD 4350 - Leadership in Organizations

Term: Fall2, 2016

Instructor: Rick Spahn

Email: spahn@uiwtx.edu

Introduction and General Information:

This course is designed to (1) explore the context of leadership as a relationship process; (2) introduce and assess historic, current and future views of leadership; (3) enable the learner to conceptualize new leadership paradigms; and (4) reflect on personal implications for change.

Please plan on reading the ANNOUNCEMENTS area a couple of times a week. Each week may have a general announcement to start, but if I have anything that you all need to know comes up, I will post it there.

Make sure to read this COURSE OUTLINE carefully. It has answers to a many of your questions. Print it for future reference and refer to it often for weekly assignment due dates. You are responsible for knowing what it contains – especially all deadlines indicated within it.

The required software for this course is Microsoft Office Professional 2003, 2007 or 2010. If you do not have this loaded on your computer you can purchase an education discounted copy from UIW. **The software can also be purchased at the UIW Business Office for \$10 per copy.** Call 210-829-6099 or eapbo@uiwtx.edu.

You must be a member of an academic institution to qualify for purchase. The products offered on this storefront are not for the general public. You will be requested to provide proof of academic affiliation prior to your product shipping in order to take advantage of these special offers. Delivery of this software takes several weeks. Ordering after the course starts will place you behind in your assignments.

In order to send me your assignments each week, you will go into the ASSIGNMENT area and use the Drop Box to send your attachments for that week's work. I will grade them and grades will automatically be posted in the GRADEBOOK area. You may also receive a note when the grade is entered. Please read the note I place in the Feedback area of the Assignments area.

You will find small lectures each week in the WEEKLY LESSONS link.

The term "week" used in the syllabus/outline refers to the span of seven days from Monday to Sunday. All assignments are due before 11:59 pm central time, Sunday of the week indicated on the course outline. The only exception to this rule is the final project which is due before 5 pm central time on Friday of the final day of the term.

Required Course Materials:

- Your text book – see below,
- MS Office Professional 2010 (or earlier version)
- Student files (see instructions above)
- Computer with basic system requirements (Pentium or higher system and 28.8 or higher speed modem connection.)
- Microsoft Office XP or higher on a Windows operating system or comparable Mac system, and
- an Internet Service Provider (ISP)
- Wizard of Oz

Required Text:

TITLE: The Art of Leadership
AUTHORS: Manning, George; Curtis, Kent
PUBLISHER: McGraw Hill
ISBN: 1259994309

Catalog Description:

This course presents the research and practice relevant to leadership in organizations, including: theories of leadership, leadership styles, leadership roles and activities, and skills necessary for effective leadership. Prerequisite: ORGD 3340 and BMGT 4355. Cross-listed with HRES 4350.

How Course Fits Within Curriculum:

Satisfies requirement in Bachelor of Arts in Human Resources degree program.

Assessments:

- A. Discussion which demonstrates knowledge
- B. Leadership Papers
- C. Personal Position & Application Paper

Course Objectives

1. Examine, define, compare and discuss the essential competencies to become a more efficient and effective leader.
2. Apply what was learned by identifying actions, competencies, and strategies needed to make a difference in an organization as a leader.
3. Identify personal issues that interfere with successful leadership.
4. Synthesize learning by enabling personal leadership development and the transformation of others.

Academic Dishonesty:

University of the Incarnate Word is strongly committed to the nurturing of academic excellence. The University expects its students to pursue and maintain truth, honesty, and personal integrity in their academic work. Academic dishonesty, in any form, constitutes a serious threat to the freedoms, which define an academic community. For details on what constitutes academic dishonesty and its consequences, go to the following web address: <http://www.uiw.edu/ugcat01-03/05.html#grades>.

Study Objectives/Expectations:

This online course is not self-paced, nor is it open-ended. There is a beginning and ending date for each course, and assigned deadlines for homework, reading, quizzes, and on-line discussion. Our online class will be taught in a somewhat informal lecture and discussion format. Open-ended discussion is highly encouraged and students are invited to ask questions or raise points for discussion at any time. All of our discussion and person-to-person contact will be done

through the website to maintain the integrity of the learning process. Questions or comments regarding grades or other personal matters should be sent directly to me.

This course is eight weeks long. We cannot possibly cover all aspects of this course in that short period of time. You will do most of your work off-line, but you will be expected to access the website area at least five out of the seven days per week to submit work, retrieve assignments, read, and participate in posted group discussion. Participation is critical to your successful completion of this class and will have a major bearing on your final grade. Let me be clear that this does not mean you will not pass the course if you are on less than five days, but it makes it harder for you to complete the course because you will spend more time when you are on less often.

Finally, you cannot learn concepts unless you practice them regularly. Discussion will also be based around the concepts in order for all of the students in the class to support each other in learning the course material.

Professionalism:

Your assignments reflect your abilities to articulate your thoughts in writing. Be mindful of your spelling, presentation and organizational skills when writing in discussion and completing your assignments. A good way to think of this is to treat each assignment as though you are submitting it to your boss.

Lectures:

At the beginning of each week (Monday), there will be a lecture link(s) posted in the WEEKLY LESSONS section. It will be on the subject(s) we are studying for that week. Experts from the Khan Academy and other open use sources like YouTube have been evaluated for usefulness and will help you as you work on the course. I am also including a variety of resources in the Links area of the class. Do not hesitate to ask questions as we work through the material. I am here to help.

Participation/Discussion (15% of final grade) DUE EACH WEEK (by Sunday)

Class discussions via postings are a critical component in the student's contribution to the course. Students are ENCOURAGED to participate in "meaningful" discussion between 3 to 5 days per week to keep up with the extensive classroom dialogue. For full participation credit, students must respond to each assigned discussion question. Students are also encouraged to respond to each other's responses in the discussion threads. General Discussion each week will be around the concepts of each week. All will be expected to take an active part in the discussion area.

Do not expect to get full points by posting clear at the end of the week. Maximum points will be possible for people that post their initial discussion question by Wednesday at midnight giving everyone time to interact and learn.

Reading Reactions (5% of final grade) DUE AT THE BEGINNING OF EACH WEEK (post on Mondays and/or Tuesdays)

Students will post a weekly summary (minimum 3 paragraphs) of an initial "reaction" to the assigned reading and mini-lecture. A "reaction" should include discussion of (1) the main points covered in the text, mini-lecture or assigned reading; (2) the most meaningful topics; and (3) the most applicable to your current or past situation.

Weekly Summaries (5% of final grade) DUE AT THE END OF EACH WEEK (by Sunday)

Students will post a weekly summary (minimum 3 paragraphs) in the Weekly Summary class folder summarizing what was personally learned from the readings, discussion, and assigned activities in that specific week. DO NOT repeat or report the reading assigned. DO reflect on how the readings apply to you and your professional work environment.

Papers: All papers should include references to the readings (tie in concepts/theories from the textbook to the application/article) and follow APA writing guidelines (double-spaced, 1-inch margins, 12-point Times Roman or Courier font). In other words, your statements and opinions must be supported with references to the textbook/theory.

Leadership Paper #1 (10% of final grade) “The Power of Vision” (minimum 3 pages) - DUE AT END OF WEEK 2

What do you dream to do or accomplish in life? What is your passion or vision? Read the speech titled, “*I Have a Dream*” by Martin Luther King, Jr. (You can find this on the Internet).

This paper consists of two parts: **In Part I**, write a speech similar to “*I Have a Dream*” about your passion and vision for the future. **In Part II**, discuss what practices/behaviors you believe are important to “the power of vision.” Provide examples of how you have “the power of vision” (big or small idea) in the past or future (in a current or past organization). **Remember, in Part II, to integrate references (citations) to the leadership behaviors/practices as presented by Manning and Cutis in *The Art of Leadership*.**

Leadership Paper #2 (10% of final grade) “Ethics!” (minimum 3 pages) - DUE AT END OF WEEK 3

In this paper, imagine it is the year 2032 and you have been chosen as “Leader of the Year” by a well-known publication (ie. Fast Company, Time, Business Week, etc.).

In Part I of this paper, write the copy for this imaginary magazine article. How did ethics help you and how does it line up with your core values? How did the ethical decisions you set 20 years ago help you to become Leader of the Year? What values guide you as a leader and how do these help you overcome challenges. **In Part II**, discuss what values you believe are important in order to create an ethical business environment, and how poor ethical decisions may impact the company. Provide examples of how you have faced ethical decisions in the past or could face in the future (in a current or past organization). **Remember, in Part II, to integrate references (citations) to the leadership behaviors/practices as presented by Manning and Cutis in *The Art of Leadership*.**

Leadership Paper #3 (10% of final grade) “Empowerment of People” (minimum 3 pages) - DUE AT END OF WEEK 4

View the film (video): *The Wizard of Oz*. In this film, the characters (Dorothy, Scarecrow, Tin Woodsman, & Lion) appear to suffer from the feelings of helplessness. The film is a great leadership learning tool, as it draws many likenesses between the Land of Oz and today’s challenging workplace. This film demonstrates how workers can use victimization to justify inaction and rationalize poor performance. In the film, we see these beloved characters transform their attitude of accountability. With the help of their leader (Dorothy), the other characters feel empowered to take responsibility for their own destiny and overcome problems and excuses to achieve what they really want.

In Part I of this paper, discuss *The Wizard of Oz* in regards to: (1) What makes Dorothy a great leader, especially in regards to “empowerment of people?” (2) What leadership quality does the Scarecrow, Tin Woodsman and Lion believe they each lack? (3) What does each character (Scarecrow, Tin Woodsman, & Lion) learn about themselves on their leadership journey to empowerment? (4) What did Dorothy learn about self-empowerment from Glinda, the Good Witch of the North, (at the end of the film) about her power to return home? (5) The Wizard had a leadership position, however, he was clearly not the leader...why? (IMPORTANT: INCORPORATE ACTUAL LINES FROM THE FILM.) **In Part II**, discuss what practices and behaviors you believe are important to “empowerment of people.” Provide examples of how you have had an “OZ Experience” in the past or what you could do in the future to help yourself or others with empowerment. **Remember, in Part II, to integrate references (citations) to the leadership behaviors/practices as presented by Manning and Cutis in *The Art of Leadership*.**

Leadership Paper #4 (10% of final grade) “Understanding People” (minimum 3 pages) - DUE AT END OF WEEK 5

Just because someone has a manager title does not make them a good leader, and their misunderstanding of people can be disastrous for a company. This paper will explore what you have learned and determine if your manager is a leader or not.

In Part I, write a formal paper discussing why understanding human behavior will help a manager become a more effective leader. **In Part II**, discuss what effective practices and/or behaviors you have observed your manager (current or past) display. Explain the kinds of opportunities managers have to better themselves as leaders by focusing on understanding people through human behavior, persuasion and diversity. **Remember, in Part II, to integrate references (citations) to the leadership behaviors/practices as presented by Manning and Cutis in *The Art of Leadership*.**

10% Leadership Paper #5: “Multiplying Effectiveness” (minimum 3 pages) - DUE AT END OF WEEK 6

The president of your organization (current or past) has recently found out you are taking a class in Leadership. The president approaches you and explains how the organization needs a plan for improvement in employee morale and productivity. You mention that organizations should include time for fun celebrations, ceremonies, and rituals. The president agrees and adds that he/she would like to get more creative with employee rewards and recognition. The president then asks you to create a formal, detailed plan for moving forward in your organization with this project. Because you are a leader, you accept the challenge!

In Part I of this paper, create a “formal proposal” addressing the president’s concerns in regards to “multiplying effectiveness” for your current (or former) organization. Be sure to include in the proposal the advantages and benefits of your recommendations. You will be graded mostly on creativity and application to your organization. **In Part II**, discuss what practices and behaviors you believe are important to “multiply effectiveness.” Provide actual examples of what you have experienced in regards to “multiplying effectiveness” in the past and how your proposal could change employee morale and productivity. **Remember, in Part II, to integrate references (citations) to the leadership behaviors/practices as presented by Manning and Cutis in *The Art of Leadership*.**

25% Personal Position & Application Paper (minimum 6 pages) DUE: END OF WEEK 8

Submit a paper consisting of [three parts](#): **Part I** includes your personal definition of leadership, based on the discussion and readings of Manning & Curtis. You will take a position regarding the meaning and function of leadership in organizations today. **Part II** includes personal conclusions regarding the utility of the ideas and knowledge gained from the readings, writings and class discussions. In particular, set forth what you have learned about leadership and discuss how you might apply what you learned in your organization if in the position to do so. **In Part III**, conclude your paper with a Personal Plan of Action. In other words, provide specific steps, to include examples of how you intend to make a difference in your organization. **Remember, always integrate references (citations) to the leadership behaviors/practices as presented by Manning and Cutis in *The Art of Leadership*.**

Grading Evaluations

Assessment	Weight
Participation/Attendance/Discussion	25%
Reading Reaction	5%
Weekly Summaries	5%
Leadership Papers (5 papers @10% each)	50%
Personal Position & Application Paper	15%

Total Grade	100%
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Grading Scale:

A	93 – 100	B-	80-82	D+	67-69
A-	90 – 92	C+	77-79	D	63-66
B+	87 – 89	C	70-76	D-	60-62
B	83 – 86	There is no C-		F	< 60

A and A- indicates a superior grasp of the subject matter of the course, initiative and originality in attacking problems, and ability to relate knowledge to new situations.

B+, B, and B- indicates better than average grasp of the subject matter of the course and ability to apply principles with intelligence.

C+ and C indicates an acceptable grasp of the essentials of the course.

D+, D, and D- indicates less than average performance in the course.

F indicates failure to master the minimum essentials of the course. The course must be repeated.

Disability Accommodations:

The University of the Incarnate Word is committed to providing a supportive, challenging, diverse and integrated environment for all students. In accordance with Section 504 of the Rehabilitation Act – Subpart E, Title III of the Americans with Disabilities Act (ADA), and Title III of the ADA Amendments Act of 2008 (ADAAA), the University ensures accessibility to its programs, services and activities for qualified students with documented disabilities. To qualify for services, the student must provide Student Disability Services with the appropriate documentation of his or her disability at the time services and/or accommodations are requested.

Pregnancy Accommodations:

Under the Department of Education's (DOE) regulations implementing Title IX of the Education Amendments of 1972, the University does not discriminate against any student on the basis of pregnancy or pregnancy related conditions.

To request reasonable accommodations for disability, temporary disability (e.g., injury, surgery) or pregnancy, please contact:

Student Disability Services
4301 Broadway CPO 286
Administration Building – Suite 105
San Antonio, TX 78209
(210) 829-3997
(210) 829-6078
www.uiw.edu/sds

Title IX Information

Unlawful discrimination has no place at the University of the Incarnate Word. It violates the University's core values, including its commitment to equal opportunity and inclusion, and will not be tolerated. The University of the Incarnate Word prohibits sexual misconduct, that can include: (1) sex and gender based discrimination; (2) sexual and sex and gender based harassment (including a hostile environment based on sex or gender); (3) sexual assault; (4) sexual exploitation; (5) stalking; and (6) relationship violence (including dating and domestic violence). For more information, or to report an incident, please visit www.uiw.edu/titleix.

IMPORTANT “DROP COURSE” INFORMATION:

It is the student's responsibility to drop their course within the 100% refund period to avoid assessment of tuition and fees. There will not be a university-initiated drop for non-participation. If you do not plan to attend, you must drop your courses by Friday at 5 p.m.(CST) of the first week of the term to be within the 100% refund period. You may do so by emailing your request to virtual@uiwtx.edu. A \$50 administrative fee is applied for all drops from courses offered through the UIW Online. ARMY Students must drop their course(s) through GoArmyEd and the drop fee will be waived.

HAVE A GOOD LEARNING EXPERIENCE! TO BEGIN THIS COURSE, CLICK ON THE WEEKLY LESSONS and ASSIGNMENTS LINKS AND START ENJOYING YOUR CYBER EXPERIENCE. BE SURE TO CHECK FOR THE ANNOUNCEMENTS THAT WILL BE POSTED THROUGHOUT THE COURSE.

Course Outline

The term “week” used in the syllabus/outline refers to the span of seven days from Monday to Sunday. All homework assignments are due before 11:59 pm central time, Sunday of the week indicated on the course outline. The only exception are the Week 8 assignments which are due on Friday, the last day of class, on or before 5pm Central.

Each week you will notice a number in parenthesis. This is the Alternative Learning Equivalencies for this course. It is an expectation for the minimum amount of time (hours) you will spend on each topic each week. Its primary purpose is for accreditation.

Week	Chapter Readings	Page	Homework Assignments
Week #1	"Setting the Stage" Chapter 1	15	Discussion: <ul style="list-style-type: none">- Post your autobiography in the Week One Autobiography link (1)- Weeks Reading Reaction 3 Posts (1.5)- Weeks Discussion Questions 3 Posts (1.5)- Weekly Summary 3 Posts (1.5)
Week #2	"Leadership Variables and Vision" Chapter 2 Chapter 3 Chapter 4 Chapter 5	16 30 61 79	Discussion: <ul style="list-style-type: none">- Weeks Reading Reaction 3 Posts (1.5)- Weeks Discussion Questions 3 Posts (1.5)- Weekly Summary 3 Posts (1.5) Homework: <ul style="list-style-type: none">- Leadership Paper #1 (2)
Week #3	"ETHICS!" Chapter 6 Chapter 7	93 107	Discussion: <ul style="list-style-type: none">- Weeks Reading Reaction 3 Posts (1.5)- Weeks Discussion Questions 3 Posts (1.5)- Weekly Summary 3 Posts (1.5) Homework: <ul style="list-style-type: none">- Leadership Paper #2 (2)
Week #4	"The Empowerment of People and Leadership Principles" Chapter 8 Chapter 9 Chapter 10 Chapter 11	145 161 183 214	Discussion: <ul style="list-style-type: none">- Weeks Reading Reaction 3 Posts (1.5)- Weeks Discussion Questions 3 Posts (1.5)- Weekly Summary 3 Posts (1.5) Homework: <ul style="list-style-type: none">- Leadership Paper #3 (2)
Week #5	"Understanding People" Chapter 12 Chapter 13	247 279	Discussion: <ul style="list-style-type: none">- Weeks Reading Reaction 3 Posts (1.5)- Weeks Discussion Questions 3 Posts (1.5)- Weekly Summary 3 Posts (1.5)

			Homework: - Leadership Paper #4 (2)
Week #6	"Multiplying Effectiveness and Developing Others" Chapter 14 Chapter 15 Chapter 16 Chapter 17	301 320 345 360	Discussion: - Weeks Reading Reaction 3 Posts (1.5) - Weeks Discussion Questions 3 Posts (1.5) - Weekly Summary 3 Posts (1.5) Homework: - Leadership Paper #5 (2)
Week #7	"Performance Management" Chapter 18 Chapter 19 Chapter 20	405 421 453	Discussion: - Weeks Reading Reaction 3 Posts (1.5) - Weeks Discussion Questions 3 Posts (1.5) - Weekly Summary 3 Posts (1.5)
Week #8	Conclusion No Reading		Discussion: - Weeks Discussion Questions 3 Posts (1.5) - Weekly Summary 3 Posts (1.5) Personal Position & Application Paper Complete Personal Position & Application Paper before 5pm Central on the Friday of Week Eight. No late exams will be accepted.