

ORGANIZATIONAL LEADERSHIP AND CHANGE
MGT 4305
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Course Description:

This course is intended to help future managers and leaders better *understand* and *diagnose* behavior in organizations and use this information to adapt their leadership behavior in order to *influence* positive change in individuals, teams, or organizations.

Course Objectives:

It is our goal to facilitate the development of your theoretical understanding and practical skills for effectively leading in today's organizations. We will seek to stimulate learning by exposing you to research, current literature, experiential activities, and media related to organizational behavior concepts or skills.

Course Format:

Class sessions will include a combination of focused discussions, videos, experiential activities, presentations, and assignments or tests. These sessions will be participative in nature with each person contributing to the learning experience by actively discussing the reading material, assignments, or activities.

Course Text:

The Leadership Experience, Third Edition by Richard L. Daft

Course Requirements (270 points):

1. Individual Requirements (170 points).

A. Comprehension Checks (Each of the tests is worth 20 points – 80 points total).

B. Leadership Interviews and Recommendations (Part 1 = 30 points; Part 2 = 10 points).

This two part project involves interviewing three managers of your choice. In addition to a short list of standard questions you will need to develop two of your own questions that will help you better understand the issues surrounding this manager's leadership challenges. Part 2 is your synthesis of the interviews into a series of conclusions.

C. Leadership Self-Analysis (50 points).

This is an exercise in self-examination. Drawing upon the various self-assessment instruments and your experience in this class you will develop a leadership report. This single-spaced report should be addressed to me as an external executive coach and be four to five pages in length, incorporating bullet points as appropriate for summarizing. The report must contain four sections of information: Diagnostic Information, Effectiveness Goals, Intervention Plans, and Theoretical Justification. The Diagnostic Information should be a SWOT analysis incorporating your self-assessments and personal experiences. The Effectiveness Goals describe the specific goals you aspire to achieve. The Intervention Plan must indicate how you are going to adapt your behavior to reach your goals. Be specific and multi-faceted. The

Theoretical Justification must demonstrate that your actions are guided by sound theory and that you understand the theoretical and practical implications for your actions. These final two sections can be separate or integrated together.

2. Team Projects (100 points)

A. Book Brief (50 points).*

Each team will be required to briefly overview a book, provide a brief critique, and then spend a majority of the presentation discussing a few specific applications (how we might apply the information from the book to be better leaders). It is not enough to simply present book content. You will be evaluated on how you summarize, draw conclusions, expand upon, and illustrate the two or three specific applications that you choose as the focus of your presentation. The book briefs should last about 30 minutes.

- *Getting Results* – Longenecker and Simmonetti
- *A Company of Leaders* – Spreitzer and Quinn
- *Execution* – Bossidy and Charan
- *First Break All the Rules* – Buckingham and Coffman
- *Good to Great* – Collins
- *The One Thing You Need To Know* – Buckingham

B. Leadership Presentation (50 points).*

Each team will be responsible for identifying one or two movie clips that illustrate leadership and present the clip(s) as part of a short training session on leadership (30 points). The content of the training session should include the clip(s) as well as a discussion of relevant leadership and motivational theory. Consider the audience to be trainees who are entry level professionals (i.e., people just like you who are in their first three years in a professional position). Your goal is to teach us something more than what we have already learned in class (don't just repeat information from the text or class lectures). The training session should last 20 minutes. Each team should provide a 3-4 page single-spaced memo to the training department outlining the training session, communicating the value of the clip(s) in educating leaders, and describing how the clip(s) relate to leadership theory (20 points). All the teams will present the same week.

** Grades on the team presentations will be a combination of audience and instructor evaluations. Teams will also have the opportunity to evaluate individual team members.*

Grading Scale (based on percentage of points earned (270 possible) and classes attended):

A	90% or greater as well as participation in a SIFE team
B +	85-89%
B	80-84%
C +	75-79%
C	70-74%
D	60-69%
F	59% or below

Please note that class attendance is very important to me.

Course Sessions:

Day	Date	Topic	Reading Assignment
Monday	August 22	Class Overview	
Wednesday	August 24	Team Formation	
Friday	August 26	Leadership Foundations	Chapter One
Monday	August 29	Leadership Foundations	Chapter One
Wednesday	August 31	Leadership Theories	Chapter Two
Friday	September 2	Leadership Theories	Chapter Two
Monday	September 5	Leadership Theories	Chapter Three
Wednesday	September 7	Leadership Theories	Chapter Three
Friday	September 9	NO CLASS	
Monday	September 12	Power and Influence	Chapter Twelve
Wednesday	September 14	<u>Leadership Interviews and Recommendations Due</u> Power and Influence	Chapter Twelve
Friday	September 16	Leader as Individual	Chapter Four
Monday	September 19	Leader as Individual	Chapter Four
Wednesday	September 21	Mind and Heart	Chapter Five
Friday	September 23	Cultural Differences	Chapter Eleven
Monday	September 26	Gender Differences	Chapter Eleven
Wednesday	September 28	Motivation	Chapter Eight
Friday	September 30	<u>Book Brief #1</u>	
Monday	October 3	<u>Comprehension Check #1</u>	
Wednesday	October 5	Motivation	Chapter Eight
Friday	October 7	Personality Differences <u>Book Brief #2</u>	

Monday	October 10	Teams	Chapter Ten
Wednesday	October 12	Teams	Chapter Ten
Friday	October 14	Teams	Chapter Ten
Monday	October 17	Teams	Chapter Fifteen
Wednesday	October 19	Teams <u>Book Brief #3</u>	Chapter Fifteen
Friday	October 21	NO CLASS	
Monday	October 24	Courage	Chapter Six
Wednesday	October 26	Moral Leadership	Chapter Six
Friday	October 28	Teams <u>Book Brief #4</u>	
Monday	October 31	Teams	
Wednesday	November 2	<u>Comprehension Check #2</u>	
Friday	November 4	Change <u>Book Brief #5</u>	Chapter Sixteen
Monday	November 7	Change	Chapter Sixteen
Wednesday	November 9	Change	Chapter Sixteen
Friday	November 11	Communication	Chapter Nine
Monday	November 14	Communication	Chapter Nine
Wednesday	November 16	Change	
Friday	November 18	Change	
Monday	November 21	<u>Comprehension Check #3</u>	
Wednesday	November 23	NO CLASS	
Friday	November 25	NO CLASS	
Monday	November 28	<u>Leadership Presentations</u> Teams 5 and 4	

Wednesday	November 30	<u>Leadership Presentations</u> Teams 3 and 2	
Friday	December 2	<u>Leadership Presentations</u> Team 1	
Monday	December 5	Review for Final Exam <u>Leadership Self-Analysis Due</u>	
Monday	December 12	<u>Final Comprehension Check</u>	2-4 p.m.