



Course Syllabus
BUS328 Organizational Leadership
Spring 2017

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When emailing me, please put "BUS328-01", your name (last name first), and the subject of your inquiry in the subject line (e.g., BUS328-01 Liu, Tracy – syllabus) or the email will not be opened. If you do not receive a response to an email within 48 hours, you should assume that I did not receive it and you should resend it.

Office Hours: by appointment (please email to organize)
Class: Section 01 (Online)

Required Textbook and Additional Course Material

1. Required textbook

Peter G. Northouse, *Leadership: Theory and Practice*, 7th edition. Sage Publications, 2015.
ISBN: 9781483317533
Textbook Companion Website: edge.sagepub.com/northouse7e

2. Course slides and Canvas access

Course slides from the professor are available on Canvas under "Course Slides". However, reading the PowerPoint slides is NOT a substitute for reading and studying the text. To reduce your workload, you do not have to read the entire text. Study only those chapters and topics that are covered in the Slides.

All students officially registered for the course can access the course Canvas website (<http://canvas.uncg.edu/>). Canvas is used to post course materials (course syllabus, class announcements, PowerPoint slides, and other relevant course information) and grades. It is also used to administer 11 weekly quizzes and two exams and allow you to submit your case notes.

Course Description

This course examines the theories and models of leadership and followership. Environmental factors, organizational objectives, company culture, and individual and group ethical standards will be examined to incorporate situational determinants of leadership effectiveness.

This course will provide a new framework on what "leadership" entails, along with developing an understanding for the skills and knowledge to how best address leadership opportunities now and in the future. Students' ability to understand and apply diverse approaches to the leadership in organizations is emphasized by readings and case analyses of pertinent management materials. The emphasis is on building a sound grasp of good practice, and on developing the ability to apply such knowledge to actual business problems.

Learning Objectives

- **Define** leadership, describe the role of genetics and development on individual leadership capability and be able to identify popular distinctions in the differences between leaders versus managers.
- **Assess** the state of current leadership capacity within organizations and suggest how a leadership needs analysis can support and enhance organizational effectiveness.
- **Demonstrate** leadership skills through participation in experiential exercises.
- **Assess** personal values, beliefs and ethical standards to enhance self-awareness in regard to personal leadership behaviors and reactions to leadership behaviors of others.
- **Identify** how leading a team is different from leading a group of individuals.
- **Identify** special challenges involved in leading geographically dispersed (virtual) teams.
- **Describe** the role of culture in determining effective leadership perceptions and outcomes.
- **Understand** leadership at the Personal, Interpersonal, Team and Organizational levels (PITO) and the array of leader-follower-situation (LFS) variables that influence the leadership process.

Course Pedagogy

- Course materials organized by the professor
- Case submissions
- Team experiential exercises and assignments
- Exams

Important Course Policies

- **Academic Integrity:** By the singular act of registering for this course, you are agreeing to abide by the UNCG Academic Integrity Policy. All work submitted must be original and produced by the student for this class only. If you are for any reason unfamiliar with the contents of the code, please review it on the school's website link: <http://sa.uncg.edu/dean/academic-integrity/>. Any detected violations of any aspect of the Policy will be fully pursued in accordance with the provisions therein.
- **Communicating:** For purposes of this course, I will request that you check your UNCG e-mail (E-Spartan) daily as well as Canvas for messages and/or assignments.
- **Extra Credit:** There is no extra credit assignments scheduled for this course. If a situation presents itself during the semester, all students will be given equal opportunity to participate.
- **Students with Disabilities:** UNCG seeks to comply fully with The Americans with Disabilities Act and section 504 of the Rehabilitation Act of 1973. Students requesting accommodations based on a disability must be registered with the Office of Accessibility Resources & Services in 215 Elliott University center, 334-5440, <https://ods.uncg.edu/>.

Evaluation Criteria

The grades for this class will be determined based upon:

Exam 1	100 points
Exam 2	100 points
Team Project.....	80 points
Quizzes (best 10/11; 5 points each)	50 points
Case notes (6 at 5 points each)	<u>30 points</u>
TOTAL.....	360 points

The grades will be finalized in letter grade form, per the chart below:

A	93% - 100%	C	73% - 76%
A-	90% - 92%	C-	70% - 72%
B+	87% - 89%	D+	67% - 69%
B	83% - 86%	D	63% - 66%
B-	80% - 82%	D-	60% - 62%
C+	77% - 79%	F	Below 60%
			*decimals will be rounded up/down

Description of Evaluation Criteria:

♦ **Exams**

Purpose

The purpose of the course exams is to objectively evaluate the outcome of your learning. The exams are designed to test your knowledge of the course textbook material.

Content and format

Exam 1 will cover **Chapters 1- 7**. Exam 2 will cover **Chapters 8, 9, 10, 13, 14, 15, and 16**. The exams are **not cumulative** and each will include 100 objective questions (multiple choice and true/false).

Testing procedure

Even though you are taking your exams online, they are still "real" tests. The following are the testing procedures I expect you to follow while taking the exam:

- You will find the exams available in **Canvas** only during the assigned test times.
- You can access the exams through "Modules" and then scrolling down to "Exam 1" or "Exam 2".
- An exam is available for 48 hours as indicated in the course schedule on the syllabus. You can take each exam only ONE time.
- You may use your book and notes; however, you are to take the test by yourself, with no group efforts or help from other people.
- You have 120 minutes to complete the exam. A timer will appear. At 120 minutes, Canvas will force you to submit the test.
- Canvas will force you to submit the test when the deadline indicated in the course syllabus is due, even if your test is not complete. Thus, if you want to have the full 120 minutes in the test, you should begin your exam attempt at least two hours prior to the end of the exam availability period.
- The time is strictly limited in order to test your knowledge of the material; not your ability to search for information during the exam. Important: Extended time is only granted for students with documented disabilities.
- If you lose your internet connection or Canvas goes down, get back to the exam when the connection resumes. Canvas will let you continue the exam from where you left off. If you experience any problems, contact me **immediately** and provide evidence of the problem (for instance, a screenshot). Unverifiable technical problems will not be considered.
- **An exam cannot be taken before or after the scheduled exam time.** No make-up exams will be allowed, except in cases warranted by extraordinary circumstances (a serious illness) and supported with documented evidence. Students who do not provide documented evidence will receive zero points.

IMPORTANT: DO NOT LOG IN AND OUT OF THE EXAM AFTER YOU HAVE STARTED THE EXAM. IF YOU DO, THE TIMER WILL KEEP RUNNING AND THE TIME WILL BE COUNTED TOWARDS

YOUR EXAM ATTEMPT, EVEN IF YOU WERE LOGGED OUT OF THE EXAM/OUT OF CANVAS. REMEMBER NOT TO CLICK THE BACK BUTTON IN YOUR BROWSER WINDOW.

AS A STUDENT TAKING AN ONLINE COURSE, IT IS YOUR RESPONSIBILITY TO BE AVAILABLE DURING THE EXAM TIMES REGARDLESS OF YOUR OTHER COMMITMENTS AND TO HAVE ACCESS TO A RELIABLE COMPUTER AND INTERNET CONNECTION DURING THE ENTIRE COURSE, INCLUDING THE EXAM TIMES. INABILITY TO ACCESS INTERNET DURING THE COURSE IS NOT AN ACCEPTABLE EXCUSE FOR MISSING AN EXAM OR ANY OTHER EVALUATION ITEM. THE UNCG COMPUTER LABS AND PUBLIC LIBRARIES PROVIDE COMPUTER AND INTERNET ACCESS FREE OF CHARGE.

ANY TECHNICAL PROBLEMS REPORTED AFTER THE EXPIRATION OF THE EXAM PERIOD WILL NOT BE CONSIDERED AND ARE NOT VALID EXCUSES FOR NOT COMPLETING THE EXAM.

These rules will be strictly enforced in order to be fair towards those students who do make the effort to take the tests at the assigned testing times regardless of their personal and professional circumstances and time constraints. It is important that all students have the same amount of time to prepare for the exams. **There will be no exceptions for this rule. Any student seeking an exception will be referred to this policy in the syllabus.**

Note: It is not unusual that students fail this online course because they, for instance, “forget” to take the exam, are “travelling without an internet connection”, or are otherwise “occupied” for a number of unverifiable personal and professional reasons. Make sure that you are not one of those students because **missing one exam is likely to result in failing the course.**

- ◆ **Quizzes**

- Purpose*

- The purpose of the weekly quizzes is to encourage you to study the material consistently throughout the course. The quizzes will also help you to check your own learning. Furthermore, the quizzes provide examples of the types of questions that you will encounter in the exams. This assures that you will be prepared for the course exams.

- Content and format*

- 11 short weekly quizzes will be administered. Each quiz covers the respective chapter(s) in the textbook. For instance, during week 2, quiz 1 will cover Chapters 2 and 3 in the textbook. During week 3, quiz 2 will cover Chapter 4 in the textbook. Each quiz will include 5 objective questions (multiple choice and true/false). **The best 10 grades will be recorded.**

- Availability*

- You will find the quizzes on **Canvas**. Each weekly quiz is available until Sunday 11:59PM of the corresponding week. You can take each quiz only ONE time. There will be no additional test taking opportunities. If you miss a quiz, it will be recorded as a zero.

- Technical problems are not acceptable reasons for missing a quiz. If you experience a technical problem, report it to me **immediately** with accompanying evidence (e.g. a screenshot). Please do not leave taking the quiz to the last minute so that you can solve any technical problems prior to the deadline. Any technical problems reported AFTER the deadline will not be considered.

- ◆ **Case notes**

- Purpose*

- The purpose of the six bi-weekly case notes is to encourage you to study the material consistently throughout the course and to provide you with an opportunity to practice applying the concepts and solving a problem.

- Content and submission procedure*

Six cases are assigned throughout the semester. All cases can be found in your textbook (see the page number on the last two pages of the syllabus). It is important that you read and think about each case to facilitate your understanding of the material. Your case notes should include your answers to the questions at the end of the case, and/or additional issues you think are pertinent. These analyses should be approximately 1-2 typed pages (double-spaced).

Your case notes should be submitted online on **Canvas** under the “Assignments” Tab. Each case note is due Sunday 11:59PM of the corresponding week. Late cases are not accepted.

- ◆ **Team project**

The next section describes the team project students will be responsible for completing in 12 weeks (January 30 to April 23). Students are assigned to teams of between 5-6 individuals, and then choose an organizational leader to analyze. **A written paper** is to be turned in on **Canvas** by **April 23**. For each team, only ONE written paper is needed. Each team member will be required to evaluate other team members on their level of participation and overall contribution to the team’s success on this project. **Peer evaluation** needs to be submitted on **Canvas** as an individual assignment, and is also due on **April 23**. Note that if any member fails to actively contribute to the team project, their individual grade will be lowered at the discretion of the professor.

On January 30, you will find the names and contacts of your team members on Canvas. It is your responsibility to coordinate and collaborate with your team members to complete this project. **I strongly encourage that you start to work on your team project immediately after the teams are formed and communicate with your team members at least once a week.**

Team Project Guidelines

- ◆ **Overview:** Think of your team as organizational consultants. Your goal is to improve organizational performance through dealing with the leadership issues. Students will examine an actual organizational leader of their choice, diagnose the problem(s), and recommend a solution(s).

The main objective of the project is to provide students with an opportunity to:

- (1) Develop an in-depth understanding of an organizational leader through case research.
- (2) Develop consultancy skills in data gathering, analysis, and communication.

- ◆ **Sources:** The boundaries are those of imagination. The possibilities include personal work experience, interviews with leaders and members of an organization, questionnaires, observations of workplace behavior, analysis of organizational documents, trade journals, academic journals, local newspapers, and the business press (e.g., *Business Week*, *Forbes*, *Fortune*, *Wall Street Journal*). Do not, however, use a “pre-packaged” case (e.g., from a textbook or casebook). If there is a concern about the confidentiality of the selected company, it is okay to use a fictitious name. Also, sources must be cited carefully, since plagiarism could result in a failing grade for the course (for all team members), in addition to possible disciplinary action by the School/University.

- ◆ **Paper structure:** The paper should not exceed 8 double-spaced pages (although appendices and references may be added), and should consist of the following sections presented under sub-headings:

- 1 **Introduction (10%)**

Briefly describe the leader.

Why was this particular leader selected?

What was the goal in doing so?

What were the anticipated findings in relation to the leadership issue?

- 2 **Methodology (20%)**

How did you obtain the information necessary for this project?

Why was this method chosen?

Did you use interviews (with whom)? Surveys (with whom)?

Where did you get the survey or interview questions from (a scholarly journal article maybe)?

Attach interview/surveys as appendix if used.

If you made observations, what did you look for? What days/times?
Ethical considerations? (e.g. Voluntary participation? Confidentiality? Anonymity?)
Note: there should be NO findings or results presented here in this section!

3 Analysis of Leadership Issues and Recommendations (60%)

This is where you present the findings/results, analyze them, and give recommendations.

Use course material – apply at least two models/theories/frameworks/approaches - to describe any leadership issues/problems identified.

Alternative action steps that relate specifically to the problems/issues identified in the project should be discussed and weighted.

Relative advantages / disadvantages for each course of action should also be discussed.

Finally, specific recommendations and/or implementation plan(s) must be described (use course concepts and theories to justify choices).

4 Conclusion (5%)

Students should summarize what they learned about leadership issues from the project (insights), and draw relevant conclusions. Also, did you learn anything about working together in a team (as either a leader or a follower) for this project?

5 Cite Sources (including the text book, plus journal articles, etc) (5%)

Please use APA style. Refer to: <https://owl.english.purdue.edu/owl/resource/560/01/>

Examples of APA Style:

In the text of the written project:

According to Jones (1998), APA style is a difficult citation format for first-time learners.....

In the reference list at the end of the written project:

Author, A. A., Author, B. B., & Author, C. C. (Year). Title of article. *Title of Periodical*,
volume number(issue number), pages.

Author, A. A. (Year of publication). *Title of work: Capital letter also for subtitle*. Location:
Publisher.

6 Appendix

Please include copies of surveys, interview questions, interview transcripts, tables of survey results (e.g. mean scores), etc...

♦ **Suggested timeline:**

Jan 30-

Feb 12 Organize your first team meeting (local or virtual)

Feb 13-19 Assign roles and responsibilities to each team member (some teams prefer to have a team leader, whereas others prefer to share leadership roles)

Feb 20-26 Decide on an organizational leader to analyze

Feb 27-

Mar 12 Gather information

Mar 13-26 Write up the “introduction” and “methodology” sections

Mar 27-

Apr 9 Write up the “analysis” section

Apr 10-23 Complete the project and peer evaluation

WEEK	TOPIC	ASSIGNMENT T = Text
1 Jan 16-22	♦ Introduction	♦ T: Chapter 1
2 Jan 23-29	♦ Trait Approach ♦ Skills Approach	♦ T: Chapters 2 & 3 ♦ Quiz #1 (Due Jan 29 11:59PM) ♦ Case #1 (3.3 p.64-66) (Due Jan 29 11:59PM)
3 Jan 30- Feb 5	♦ Behavioral Approach	♦ T: Chapter 4 ♦ Quiz #2 (Due Feb 5 11:59PM)
4 Feb 6-12	♦ Situational Approach	♦ T: Chapter 5 ♦ Quiz #3 (Due Feb 12 11:59PM) ♦ Case #2 (5.2 p.105-106) (Due Feb 12 11:59PM)
5 Feb 13-19	♦ Path-Goal Theory	♦ T: Chapter 6 ♦ Quiz #4 (Due Feb 19 11:59PM)
6 Feb 20-26	♦ Leader-Member Exchange Theory	♦ T: Chapter 7 ♦ Quiz #5 (Due Feb 26 11:59PM) ♦ Case #3 (7.3 p.152-154) (Due Feb 26 11:59PM)
Exam 1	<i>Note: If you do not take the exam during the assigned time period, your score will be 0.</i>	Chapters 1-7 Exam will be available online From Feb 27 10:00AM To Mar 1 10:00AM
7 Feb 27- Mar 5	♦ Transformational Leadership	♦ T: Chapter 8
8 Mar 6-12	♦ Transformational Leadership (Cont'd)	♦ T: Chapter 8 ♦ Quiz #6 (Due Mar 12 11:59PM) ♦ Case #4 (8.3 p.185-187) (Due Mar 12 11:59PM)
9 Mar 13-19	♦ Spring Break!	
10 Mar 20-26	♦ Authentic Leadership	♦ T: Chapter 9 ♦ Quiz #7 (Due Mar 26 11:59PM)
11 Mar 27- Apr 2	♦ Servant Leadership	♦ T: Chapter 10 ♦ Quiz #8 (Due Apr 2 11:59PM) ♦ Case #5 (10.1 p.243-244) (Due Apr 2 11:59PM)

12 Apr 3-9	♦ Leadership Ethics	♦ T: Chapter 13 ♦ Quiz #9 (Due Apr 9 11:59PM)
13 Apr 10-16	♦ Team Leadership	♦ T: Chapter 14 ♦ Quiz #10 (Due Apr 16 11:59PM) ♦ Case #6 (14.1 p.385-386) (Due Apr 16 11:59PM)
14 Apr 17-23	♦ Gender and Leadership	♦ T: Chapter 15 ♦ Quiz #11 (Due Apr 23 11:59PM) ♦ Team Project (Due Apr 23 11:59PM)
15 Apr 24-30	♦ Culture and Leadership	♦ T: Chapter 16
Exam 2	<i>Note: If you do not take the exam during the assigned time period, your score will be 0.</i>	Chapters 8, 9, 10, 13, 14, 15, 16 Exam will be available online From May 4 10:00AM To May 6 10:00AM

NOTE: THE PROFESSOR RESERVES THE RIGHT TO MAKE CHANGES TO THIS DOCUMENT AS NEEDED. ALL CHANGES WILL BE ANNOUNCED ON CANVAS.