



Course Syllabus
BUS 328-20 Organizational Leadership (Online, Asynchronous)
Spring 2026 (January 12 to March 4)

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When you email me, please put “BUS 328-20”, your name (last name first), and the subject of your inquiry in the subject line (e.g., BUS 328-20 Liu, Tracy – syllabus) or the email may not get through. 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 via Teams (please email to arrange)

Required Textbook and Additional Course Material

1. Required textbook

Northouse, P. G. (2025). *Leadership: Theory and Practice*, 10th edition. Sage Publications.
ISBN: 9781071957424

2. Course slides and Canvas access

Course slides from the professor are available on Canvas. 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 course syllabus.**

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.

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
- Assignments and Exams

Your primary task is learning the materials in the textbook and doing weekly assignment. I (the instructor) will help by facilitating your study.

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 website link: <https://sa.uncg.edu/division-of-student-affairs/students/academic-resources/student-policy-handbook/academic-integrity-policy/>. 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 daily as well as Canvas for messages and/or assignments. Students with technical issues with the course or their email should contact 6-TECH for support either by email, phone or chat (<https://uncg.service-now.com/support>).

- **Extra Credit:** There is no extra credit assignments scheduled for this course.
- **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, 336-334-5440, <https://oars.uncg.edu/>.

Evaluation Criteria

The grades for this class will be determined based upon:

Exam 1	100 points
Exam 2	100 points
Quizzes (10 points each)	50 points
AI-assisted leadership development project	50 points
TOTAL.....	300 points

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

A	95% - 100%	C	73% - 76%
A-	90% - 94%	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 and 13**. Exam 2 will cover **Chapters 8, 10, 12, 14, 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 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 the 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 to 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

5 short weekly quizzes will be administered. Each quiz covers the respective chapters in the textbook.

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.

♦ **AI-assisted leadership development project**

Purpose

This assignment helps you assess your own leadership strengths and challenges, use Generative AI (GAI) as a developmental support tool, intentionally practice leadership behaviors, and reflect on leadership learning. The emphasis is on self-awareness, behavior change, and responsible AI use. **You should start this project no later than Feb 2 to allow sufficient time for journaling.**

Assignment Deliverables

Part 1: Leadership Self-Assessment (10 points)

1. Complete **at least two** of the **textbook leadership instruments** listed below. If an instrument is written to assess others, you must reword the items to assess yourself. The goal is to evaluate your own leadership, not another person's.
 - Leadership Trait Questionnaire (p. 47)
 - Skills Inventory (p. 75)
 - Leadership Behavior Questionnaire (p. 99)
 - Transformational Leadership Inventory (p. 210)
2. Describe your results
3. Explain how your results align with the relevant textbook leadership theories.

Deliverable:

1-page leadership self-assessment summary.

Part 2: AI-Assisted Leadership Development Plan (15 points)

Based on your self-assessment, identify:

- One leadership strength to further develop
- One leadership challenge to improve

You are expected to use Generative AI to support idea generation and reflection, but you are responsible for evaluating, refining, and justifying all decisions. **Do not copy and paste AI output.**

Your development plan must include:

1. Clear development goals (strength and challenge)
2. Rationale grounded in textbook leadership concepts
3. Specific leadership behaviors you will practice
4. Practice context (e.g., class, work, student organization, team, family)
5. Indicators of progress or improvement

Sample prompts to interact with AI:

1. Based on my results from the [#1] Questionnaire and the [#2] Questionnaire (here enter your results), help me articulate one leadership strength I could further develop and one leadership challenge I could realistically improve.
2. Explain why these goals matter using [leadership theories and concepts from the textbook].
3. Act as a leadership development coach. For the leadership challenge of [X], suggest 3–4 specific, observable leadership behaviors I could practice daily or weekly.

4. For my leadership development goal of [X], suggest concrete indicators I could use to assess progress (e.g., self-observation, feedback, outcomes, behavior frequency).

Deliverable:

2-page leadership development plan, with a paragraph describing how AI was used in this process.

Part 3: Leadership Practice and Reflective Journaling (15 points)

Over **at least three weeks**, intentionally practice the leadership behaviors identified in your plan.

Submit **three reflective journal entries**. Each entry must address:

1. Leadership behavior practiced
2. What occurred
3. Your response as a leader
4. What you learned about your leadership strength or challenge
5. Connections to textbook leadership concepts

Deliverable:

Three journal entries (approximately 1 page each).

Part 4: Final Reflection on Leadership Learning and AI Use (10 points)

Write a reflection addressing:

1. Changes in your understanding of your leadership strengths and challenges
2. Leadership behaviors that improved or remained difficult, and why
3. How textbook leadership theories helped explain your experiences
4. How Generative AI supported your leadership development
5. Limitations of AI and the importance of human judgment in leadership

Deliverable:

A 2-3 page reflection.

AI Use and Academic Integrity Statement (Required)

Include the following statement at the end of your final reflection:

“I used Generative AI as a support tool for development, not as a replacement for my own thinking. All interpretations, evaluations, and final decisions reflect my own judgment.”

Failure to disclose AI use appropriately may result in a grade penalty.

Important Warning on AI Use and Academic Integrity

Generative AI tools may be used only as a support for thinking, reflection, and idea development. You are not permitted to copy, paste, or submit AI-generated text as your own work.

A growing issue we see is students entering assignment instructions directly into an AI tool and submitting the AI-generated output with little or no modification. This practice is not acceptable.

Be aware that:

- AI-generated writing has identifiable patterns
- The system used for grading (Canvas Turnitin) can detect AI-generated or AI-dominated submissions
- Submissions that rely heavily on copied AI output will receive grade penalties, and may be referred for academic integrity review

Your submissions must reflect your own voice, judgment, experiences, and learning. If AI is used, you must evaluate, revise, and integrate its suggestions meaningfully and transparently.

WEEK	TOPIC	ASSIGNMENT
1 Jan 12-18	<ul style="list-style-type: none"> ◆ Introduction ◆ Trait Approach ◆ Optional Teams Meeting (Thursday, Jan 15, 8:30 – 9:30 pm) 	<ul style="list-style-type: none"> ◆ Text: Chapters 1-2 ◆ Quiz #1 (Due Jan 18 11:59PM)
2 Jan 19-25	<ul style="list-style-type: none"> ◆ Skills Approach ◆ Behavioral Approach 	<ul style="list-style-type: none"> ◆ Text: Chapters 3-4 ◆ Quiz #2 (Due Jan 25 11:59PM)
3 Jan 26 - Feb 1	<ul style="list-style-type: none"> ◆ Situational Approach ◆ Path-Goal Theory 	<ul style="list-style-type: none"> ◆ Text: Chapters 5-6 ◆ Quiz #3 (Due Feb 1 11:59PM)
4 Feb 2-8	<ul style="list-style-type: none"> ◆ Leader-Member Exchange Theory ◆ Followership 	<ul style="list-style-type: none"> ◆ Text: Chapters 7 and 13
Exam 1	<p><i>Note: If you do not take the exam during the assigned time period, your score will be 0.</i></p>	<ul style="list-style-type: none"> • Chapters 1-7, 13 • Exam will be available in Canvas • From Feb 2 12:00 AM (Monday) • To Feb 8 11:59 PM (Sunday)
5 Feb 9-15	<ul style="list-style-type: none"> ◆ Transformational Leadership ◆ Servant Leadership 	<ul style="list-style-type: none"> ◆ Text: Chapters 8 and 10 ◆ Quiz #4 (Due Feb 15 11:59PM)
6 Feb 16-22	<ul style="list-style-type: none"> ◆ Team Leadership ◆ Social Identity Leadership 	<ul style="list-style-type: none"> ◆ Text: Chapters 12 and 14 ◆ Quiz #5 (Due Feb 22 11:59PM)
7 Feb 23 - Mar 1	<ul style="list-style-type: none"> ◆ Leadership Ethics 	<ul style="list-style-type: none"> ◆ Text: Chapter 16 ◆ AI-assisted leadership development project (Due Mar 1 11:59PM)
Exam 2	<p><i>Note: If you do not take the exam during the assigned time period, your score will be 0.</i></p>	<ul style="list-style-type: none"> • Chapters 8, 10, 12, 14, 16 • Exam will be available in Canvas • From Mar 2 12:00 AM (Monday) • To Mar 4 11:59 PM (Wednesday)

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