Title of Course: Organizational Leadership

I. CATALOG DESCRIPTION AND CREDIT HOURS OF COURSE:

   An investigation of organizational leadership styles and the types of behavior necessary to implement these styles. (3)

   Note: This course focuses on leadership actions and behaviors both in an idealized context and in an applied personalized context.

II. PREREQUISITE(S): GRADUATE STANDING, ADMISSION INTO THE MBA PROGRAM

   BA600 Management Communication and Leadership or permission of the MBA Director

III. PURPOSES OR OBJECTIVES OF THE COURSE:

   Upon completion of this course the MBA student should be able to:

   A. Identify the differences between leadership and management in an organization setting

   B. Understand the various styles of organizational leadership

   C. Indicate the different styles of delegation and behavior necessary to implement the various styles of organizational leadership

   D. Demonstrate an understanding of the new leadership theory such as charismatic and transformational approaches

   E. Indicate the techniques for the guidance and coaching of self managed teams and mentoring

   F. Articulate and give examples of appropriate leadership behavior in various settings

   G. Identify one’s own preferred leadership style and discover how this leadership style might be altered to meet various leadership situations

   H. Participate in experiential learning situations and assessment exercises

IV. EXPECTATIONS OF STUDENTS AND LEARNING GOALS:
Students are expected to be fully participating members of this course, including discussions, individual and team projects and other class assignments. Students are also expected to behave in an academically honest manner to preserve the integrity of the classroom and the learning environment. Specific conditions and expectations for this course and the instructor assigned to teach this course are set forth in the class outline distributed to students during the first class meeting. Students are expected to be familiar with the content of the class outline and other guidelines and instructions provided by the instructor or an appropriate statement for graduate students.

**LEARNING GOALS FOR HARRISON MBA STUDENTS**

The Harrison business faculty has identified five critically important learning goals for those pursuing the Masters of Business Administration degree offered by the Donald L. Harrison College of Business. A student receiving the Harrison MBA degree should:

1. **Demonstrate proficiency in effective communication and team work** by writing a clearly focused, organized and mechanically correct business document, creating and delivering a professional presentation on a relevant business problem with substantive content, organization and delivery; recalling work related information and exhibiting effective team work.

2. **Demonstrate advanced knowledge** of accounting, finance, business law, management, marketing, management information systems, and economics by using business related terms, concepts, theories and principles appropriately.

3. **Demonstrate the ability to apply critical thinking skills and advanced research skills** to business problems and ethical dilemmas by identifying a problem or ethical issue, presenting and evaluating relevant information; evaluating alternatives; and resolving the problem or ethical dilemma with a justification based on general principles, discipline-specific understanding and professional judgment.

4. **Demonstrate upper-level management and leadership skills in a diverse environment** by providing evidence of understanding of individual management styles, evidence of adapting to a diverse environment and other cultures.

5. **Demonstrate executive management level knowledge (mastery) of technology** by using the Internet, business computer applications, statistical software, and presentation software when creating and making presentations.

V. **COURSE CONTENT OR OUTLINE:**

A. Leadership vs. management

B. Traditional leadership

1. Leader traits and behaviors
   a. Great man or trait theories
   b. Leader behaviors
   c. Leader reward and punishment

2. Leader, situational and contingencies
a. Contingency theory/cognitive resource theory  
b. Path-goal theory  
c. Situational leadership theory  
d. Substitutes for leadership (theory)

C. The new leadership

1. Attribution theory  
2. Charismatic approaches  
3. Transformational approach  
4. Vision and change

D. Leading self managed teams

1. Role of top management  
2. Role of the supervising manager  
3. Role of the team leader  
4. Role of team members

E. Coaching and mentoring

F. The changing organization structures

1. The learning organization  
2. Individualized self-management  
3. Total quality management organization

G. Other management behaviors and styles

1. Individual empowerment  
2. LPI (Leadership Practices Inventory)  
3. Other

VI. TEXTBOOK(S) AND/OR OTHER REQUIRED MATERIALS OR EQUIPMENT:

The course will use a current textbook(s) and/or collections of articles and other materials. Some possible examples are:

A. Potential Textbooks:


B. Periodicals

1. *Academy of Management Journal*
2. Academy of Management Review
3. Administrative Science Quarterly
4. Business Week
5. Fortune
6. Journal of Applied Psychology
7. Journal of Management Studies
8. Organizational Dynamics
9. Research in Organizational Behavior
10. Strategic Management Journal

C. other selected readings as required by instructor; or other acceptable texts approved by the department.

VII. BASIS FOR STUDENT EVALUATION:

A. Graded assignments as indicated by the instructor
B. Term paper or term research report
C. Examinations and/or quizzes
A. Participation in and completion of class activities, exercises, discussions, and other projects

Specific assignments and the percentage of the course grade will be explained in class.

VIII. GRADING POLICY:

The weight of the evaluation criteria may vary according to each instructor and will be communicated at the beginning of the course.

IX. ACADEMIC POLICY STATEMENT:

Students will be expected to abide by the University Policy for Academic Honesty regarding plagiarism and academic honesty. Refer to: http://www6.semo.edu/stuconduct

X. STUDENT WITH DISABILITIES STATEMENT:

If a student has a special need addressed by the Americans with Disabilities Act (ADA) and requires materials in an alternative format, please notify the instructor at the beginning of the course. Reasonable efforts will be made to accommodate special needs.