



Peru State College

BUS 496 – Organizational Leadership

Syllabus – Fall 2010 Term 1

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Course Summary and Strategies for Success

This course is the study of leadership theories and practices. It is a capstone course designed to integrate the concepts you learned from your business courses throughout your degree program. Course activities include six weekly assignments, two case studies, and a proctored final examination. Your work will consist mostly of discussing leadership principles, debating strategic options, identifying your own leadership development plan, and applying business analysis to case scenarios. I recommend that you read the materials thoroughly and pay attention to the broad themes as well as the details. Your ability to write well is critical. You should proofread carefully every posting and assignment that you submit in this course. A part of your grade will be based on your writing proficiency, spelling, and proper use of grammar and punctuation. Finally, you cannot earn an A without participating fully in all class and group discussions.

Course Description & Objectives

Seniors taking this capstone course for the Bachelor of Applied Science – Management program learn leadership theories and are required to demonstrate their analytical, communication, and solution development competencies through preparation of business case reports covering a wide variety of organizational issues. Preparation of a final comprehensive report is also required. This course is open to other students interested in developing a detailed understanding of leadership principles and practices. Prerequisite: Students must have completed a minimum of one-half of the School of Professional Studies courses required in their major.

Upon completion of this course a student should be able to:

1. Discuss leadership theories and styles, including the interaction among the leader, the followers, and the situation. Discuss sources of power and influence and the effective use of these. Identify leadership traits, behaviors and values.
2. Conduct a self-assessment of basic and advanced leadership skills and develop a personal plan for enhancement of these skills

3. Apply leadership theories and styles to a complex case scenario requiring identification of issues, development of action steps, and creation of a plan for implementation of such action steps and assessment of the effectiveness of actions taken to the resolution of the issues.
4. Demonstrate effective verbal and written communication skills and evaluate and critique the reasoning of others in a mature, thoughtful and respectful manner.

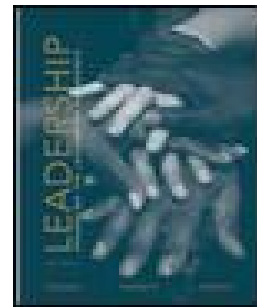
Text Book Information

The text book for this course is Leadership: Enhancing the Lessons of Experience, 6th Edition, 2009
 ISBN 13-9870073405049 10-0073405049

You may also use the 5th Edition, 2006
 ISBN: 13-9780072881202 10-0072881208

Both editions are also available as an electronic book for a cost savings of approximately 50% (not to mention saving trees!)

To learn more about the E-book option, use this link:
<https://ebooks.primisonline.com/eBookstore/FullEBooks.jsp?mode=showDiscipline&discID=791&discName=Leadership>



Harvard Business School Cases (\$3.95 each – order online)

As you have already learned from my emails to you, you will need to purchase two cases from Harvard School of Business. Detailed information is below. You will need " Stone Finch, Inc.: Young Division, Old Division" for your first week of class.

Stone Finch, Inc.: Young Division, Old Division
 Product #: 3214-PDF-ENG
 Product Format: Digital PDF
 Product Type: Case
 Publisher: Harvard Business School

Hawaii Best, Inc. (B)
 Product #: BP271B-PDF-ENG
 Product Format: Digital PDF
 Product Type: Case
 Publisher: Stanford University

To access the Harvard Business Education site, follow this link:
<http://cb.hbsp.harvard.edu/cb/access/6453488>

Please let me know if you are unable to access these materials for any reason. I will be glad to provide assistance to you.

Academic Honesty

Unless directed otherwise, students are expected to do their own work on assignments and examinations. Academic dishonesty will result in actions in accordance with the college's disciplinary policy and may also result in loss of credit for the assignment. I maintain assignments turned in by students in previous semesters for comparison purposes. Please do your own work! If you do not, you are cheating yourself and wasting your tuition money.

Weekly Assignments

Because this is an eight-week accelerated course, we will move very quickly through a lot of material. Each week you will be assigned the following tasks:



Read:

Two or three assigned chapters from the text book. In addition to the reading, you might be assigned a pod cast, video, or web site to review



Main Discussion Board:

Discuss the answers to one or more questions and post your discussion on the Main Discussion Board (*worth up to 15 points each week*); Post a reply to a classmate on the Main Discussion Board (*worth up to 5 points each week*).



Individual Homework Assignment:

Complete an individual homework assignment related to the material (*worth up to 30 points each week*); Turn in via Assignment Page

All weekly assignments (except for Weeks 2 and 8) are due on Mondays at midnight (11:59 pm.)

Two Case Study Projects

There are two Case Study Projects in this course. Both are individual assignments that you will complete on your own. The first project will require that you engage in discussions about the case with 3-5 other students, depending on the size of the class. You will access your group discussion in the "Group Discussion" tab of the course site. The purpose of group discussion is to allow you to share ideas and strategies with other students who are working on the same project. In essence, you will use other students as consultants to aid in your analysis of the case. However, the final work product will be yours alone. (This is not a team project.) The second case project will not require any group discussions.

Course Decorum

In order to foster a climate conducive to learning, please join me in treating your classmates with respect. A part of your grade will be based on your demonstrated ability to evaluate and critique the reasoning of others in a mature, thoughtful and respectful manner.

Check Your Acornmail Often!

All of my private correspondence with you will be via PSC Acornmail. You must have an account created for you and check it often. I will send you notes about your course performance and comments about your work via Acornmail.

Proctored Final Examination

There will be a proctored Final Examination as required by the Nebraska State College System for online courses. You may make arrangements to take the proctored final examination at Peru State College or at any approved examination site. More information about how to obtain approval of a proctor and examination site will be provided to you by the Peru State College Distance Learning Office in the first week of the course. If you are unable to attend a proctored final examination at an approved site, then you may make special arrangements to take the final examination over the telephone with the course instructor. In accordance with the policy of the Nebraska State College System, you must pass the final examination in order to pass the course. For more information about the final examination proctoring policy, please refer to this link:

<http://www.peru.edu/distanceeducation/proctoring.htm>

Announcements and Student Questions

I have created a special discussion board forum for announcements and student questions. It is the first one on the discussion board page and it is titled: "Announcements and Student Questions." This is where I will post comments about the course materials and weekly assignments. My preference is that you post your questions to this forum, so that all students see your questions and the answers I have provided. However, if you prefer to email me your question privately, you may do so and I will respond to you by private email. I would recommend that you review your assignments for the coming week before Friday, so that you can contact me on Friday if you have any questions about the material or assignments. I will respond to all emailed and posted questions within 24 hours following your correspondence, unless your correspondence occurs after noon on Friday. All postings after noon on Friday will be answered no later than noon on Monday. Please print this syllabus so you can contact me in the event that Blackboard is down or you have computer problems.

Grading Policy and Scale

You will have the opportunity to earn a total of 500 points. Your final grade will be determined by the number of points you earn as noted below.

| | | |
|--------------------------------|-----------------------------------|----------|
| Weekly Assignments | <i>(6 weeks @ 50 points each)</i> | 300 pts. |
| First Case Study | | 100 pts. |
| Second Case Study | | 100 pts. |
| Final Examination (Proctored)* | | 100 pts. |

*In accordance with the policy of the Nebraska State College System, the student must pass the final examination in order to pass the course

| <u>Points</u> | <u>Percentage</u> | <u>Grade</u> |
|---------------|-------------------|--------------|
| 540 - 600 | (90-100%) | A |
| 510 - 539 | (85-89%) | B+ |
| 480 - 509 | (80-84%) | B |
| 450 - 479 | (75-79%) | C+ |
| 420 - 449 | (70-74%) | C |
| 390 - 419 | (65-69%) | D+ |
| 360 - 389 | (60-64%) | D |
| below 360 | (below 60%) | F |

Student Assistance and Reasonable Accommodations

Students with special needs are encouraged to make them known to the instructor at the beginning of the course. In accordance with law and the policies of the college, reasonable accommodations will be provided for students with documented disabilities.

How to Submit Course Work

All weekly assignments are located in the "Weekly Assignments" tab of the course site. All discussion board answers and replies should be posted to the Main Discussion Board. Your weekly homework should be submitted via the submission instructions located on the page of the assignment. Your First Case Study will be discussed on the Group Discussion Board located in the "Group Discussion" tab of the course site. You must observe all due dates in order to be successful in this course. Please keep a copy of all of your course work, just in case there is a technical problem that requires you to re-submit an assignment or posting. Also, please print out this syllabus so that you have contact information for me in case you lose access to Blackboard or have computer problems.

Assignments Submitted After the Due Dates

The due date associated with each assignment and examination is definitive and will not be waived or excused except in extraordinary circumstances. Assignments will be accepted up to three days late with a one-half credit penalty (the most you may earn on the assignment is one-half of the otherwise available points). Assignments more than three days late will not be accepted unless there are extraordinary circumstances. It is therefore critical that you keep up with your reading and course work. If you anticipate being unavailable for some portion of the semester, you may complete your work ahead. You may also request that an assignment be made available to you earlier than the scheduled date.

Modification of Course Syllabus and Course Schedule

The instructor reserves the right to modify any part of this course syllabus and course schedule. Any such modifications will be communicated to students in advance of becoming effective.

Permission to Post Your Papers

I have found that posting the best student work for other students to see is a helpful learning tool. In the event that your paper is selected for posting, I will notify you of my intention to post your paper and will assume that I have your permission to post your paper in the "Announcements and Student Questions" discussion forum. If you prefer that your papers not be posted, please notify me at the start of the course and I will refrain from posting your papers.

Standard College Policies

Incomplete Coursework Policy

To designate a student's work in a course as incomplete at the end of a term, the instructor records the incomplete grade (I). Students may receive this grade only when serious illness, hardship, death in the immediate family, or military service during the semester in which they are registered prevents them from completing course requirements. In addition, to receive an incomplete, a student must have completed substantially all of the course's major requirements.

Unless extenuating circumstances dictate otherwise, students must initiate requests for an incomplete by filling out an Incomplete Grade Completion Contract, which requires the

signature of the student, instructor, and Dean. The Incomplete Grade Completion contract cites the reason(s) for the incomplete and details the specific obligations the student must meet to change the incomplete to a letter grade. The date by which the student agrees to complete required work must appear in the contract. The Dean, the instructor, and the student receive signed copies of the Incomplete Grade Completion Contract.

Even if the student does not attend Peru State College, all incomplete course work must be finished by the end of the subsequent semester. Unless the appropriate Dean approves an extension and if the student does not fulfill contract obligations in the allotted time, the incomplete grade automatically becomes an F.

Academic Integrity Policy

The College expects all students to conduct themselves in a manner that supports an honest assessment of student learning outcomes and the assignment of grades that appropriately reflect student performance. It is ultimately the student's responsibility to understand and comply with instructions regarding the completion of assignments, exams, and other academic activities. At a minimum, students should assume that at each assessment opportunity they are expected to do their own original academic work and/or clearly acknowledge in an appropriate fashion the intellectual work of others, when such contributions are allowed. Students helping others to circumvent honest assessments of learning outcomes, or who fail to report instances of academic dishonesty, are also subject to the sanctions defined in this policy.

Instances of academic dishonesty may be discovered in a variety of ways. Faculty members who assign written work ordinarily check citations for accuracy, run data base and online checks, and/or may simply recognize familiar passages that are not cited. They may observe students in the act of cheating or may become aware of instances of cheating from the statements of others. All persons who observe or otherwise know about instances of cheating are expected to report such instances to the proper instructor or Dean.

In order to promote academic integrity, the College subscribes to an electronic service to review papers for the appropriate citations and originality. Key elements of submitted papers are stored electronically in a limited access database and thus become a permanent part of the material to which future submissions are compared. Submission of an application and continued enrollment signifies your permission for this use of your written work.

NSCS Board of Trustees Policy 4220 states that each College “. . . will establish a distance learning assessment policy that will include, at a minimum, a substantial culminating experience that is proctored.” Peru State College's policy is that each course that is offered entirely online will feature a proctored final exam that substantially measures the extent the course's stated learning objectives are achieved. Online course syllabi will clearly state that, regardless of grades earned previously, the proctored final exam must be passed in order to receive credit for the course. Courses which feature graded site-based activities (e.g., teaching demonstrations) and/or video-taped presentations that occur near the end of the term, and that are designed to substantially assess the achievement of learning objectives, can be considered in compliance with this policy. Project-based capstone and graduate courses utilizing real-time discussions held by web-cam, phone or in person with the faculty member as part of the assessment process can also be considered in compliance with this

policy.

Should an occurrence of academic misconduct occur, the faculty member may assign a failing grade for the assignment or a failing grade for the course. Each incident of academic misconduct should be reported to the Dean and the Vice President for Academic Affairs (VPAA). The VPAA may suspend students for two semesters found to be responsible for multiple instances of academic dishonesty. The reason for the suspension will be noted on the student's transcript.

A faculty member need present only basic evidence of academic dishonesty. There is no requirement for proof of intent. Students are responsible for understanding these tenets of academic honesty and integrity. Students may appeal penalties for academic dishonesty using the process established for grades appeals.

Title IX Compliance Notice

Peru State College is an equal opportunity institution. PSC does not discriminate against any student, employee or applicant on the basis of race, color, national origin, sex, disability, religion, or age in employment and education opportunities, including but not limited to admission decisions. The College has designated an individual to coordinate the College's nondiscrimination efforts to comply with regulations implementing Title VI, VII, IX, and Section 504. Inquiries regarding non-discrimination policies and practices may be directed to Eulanda Cade, Director of Human Resources, Title VI, VII, IX Compliance Coordinator, Peru State College, PO Box 10, Peru, NE 68421-0010, (402) 872-2230.

Students requesting reasonable accommodation and tutoring services should contact the Center for Achievement and Transition Services (CATS).



| <u>Week of</u> | <u>Topics</u> | <u>Assignment Due Dates</u> |
|-----------------------------------|--|---|
| August 23-30 | Leadership is Everyone's Business; Leadership Involves Interaction between the Leader, the Followers, and the Situation (Chapters 1 and 2) | Week 1 Assignments are due August 30 |
| August 31 - September 7 | Leadership is Developed through Education and Experience; Basic Leadership Skills (Chapter 3 and Basic Leadership Skills - pp. 320-366) | Week 2 Assignments are due Tuesday, September 7 Happy Labor Day! |
| September 8-13 | Assessing Leadership and Measuring its Effects; Power and Influence; Leadership and Values (Chapters 4, 5, and 6) | Week 3 Assignments are due September 13 |
| September 14-20 | Work on First Case Study | Week 4 – First Case Study is due on September 20 |
| Friday, September 24 | Friday, September 24 is the last day to withdraw from a Term 1 course with a grade of "W." Thereafter, the student will receive a grade of A-F based on his or her work in the course. | Last Day to Receive a Grade of "W" |
| September 21-27 | Leadership Traits; Leadership Behavior; Advanced Leadership Skills (Chapters 7, 8 and Advanced Leadership Skills – pp. 665-696) | Week 5 Assignments are due September 27 |
| September 28-October 4 | Motivation, Satisfaction and Performance; Groups, Teams, and Their Leadership (Chapters 9 and 10) | Week 6 Assignments are due October 4 |
| October 5-11 | Characteristics of the Situation; Contingency Theories of Leadership; Leadership and Change (Chapters 11, 12, and 13) | Week 7 Assignments are due October 11 |
| October 5-14 Final Examination | The final examination must be taken at a proctored site unless other arrangements have been made with the course instructor. (Note: PSC proctoring dates are limited to Friday, October 8 through Thursday, October 14.) | The final examination must be passed in order to pass the course. |
| October 14 (Thursday) | Work on Second Case Study | Week 8 Second Case Study is due Thursday, October 14 |