



SCHOOL OF BUSINESS
MOUNT ST. JOSEPH UNIVERSITY

Leadership in Organizations – S1 21
Mount St. Joseph University School of Business

Course Number: MGT 602-S7
Level: Graduate, Required
Credit Hours: 3
Course Meets: Saturdays, 08:30AM-12:30PM, 8/29, 9/12, 9/19, 9/26, 10/3, 10/10, 10/17
Due to COVID-19, this course meets in the In*Sync format.
Zoom Meeting ID: 929 7392 8749 (Password: 602)
Instructor Name: Darin A. Ladd, Ph.D.
Office Location: SE507
Office Hours: By appointment, text or telephone
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E-mail address: darin.ladd@msj.edu (24-hr reply)

COURSE DESCRIPTION

Explores how to lead, follow, and understand behavior in organizations. Examines models and theories of leadership and organizational behavior with emphasis on practical implications. Students will analyze, diagnose, and make recommendations about workplace issues. In so doing students will develop an understanding of how managers can improve organizational performance and enhance their abilities to be ethical, effective leaders.

COURSE LEARNING OUTCOMES (CLOs)

- 1) Utilize theories of leadership and influence when discussing stakeholder analysis
- 2) Recommend actions to enhance performance management, with special attention to ethical dilemmas that may arise
- 3) Explain theories of motivation as a method of diagnosing and intervening in a group process
- 4) Demonstrate the ability to give and receive feedback, manage conflict, and work cross-culturally integrating group dynamics
- 5) Plan for leading change
- 6) Analyze ethical situations involving employee honesty

MBA PROGRAM LEARNING OUTCOMES ASSESSED IN THIS COURSE

5.1 Students will demonstrate relevant theoretical knowledge of the functional areas of business and apply it to unstructured business problems

Measure: 10 items embedded in course examination or quiz.

6.2. Students will collaborate and encourage cooperation towards team goals.

Measure: Individual assessment using the MBA Group Participation/Leadership rubrics.

REQUIRED COURSE MATERIALS

Textbook: Lussier, Robert N., Achua, Christopher F. *Leadership: Theory, Application, & Skill Development* (6 ed); Boston: Cengage (2016); ISBN: 978-1-285-86635-2.

Videos: Posted to Blackboard

RECOMMENDED COURSE MATERIALS

- 1) Charan, Ram, Drotter, Steve, and Noel, Jim, *The Leadership Pipeline: How to Build the Leadership Powered Company* (2 ed); Jossey-Bass (2011); ISBN 978-0-4708-9456-9.
- 2) Goldsmith, Marshall. *What Got You Here Won't Get You There*; New York: Hachette (2007); ISBN: 978-1-4013-0130-9.



LEARNING STRATEGIES

Type	% of Course
Lecture (Videos)	20
Guided Discussion (In-Class)	30
Labs/Activities (In-Class)	50
Total	100

PERFORMANCE EVALUATION

Graduate Grading Scale

Description	Letter Grade	GPA Scale	Range
Excellent	A	4.0	90% - 100%
Very Good	B	3.0	80% - < 90%
Good	C	2.0	70% - < 80%
Fail	F	0	< 70%

GRADING

The grade a student receives in class will be determined as follows:

Mid-term Exam	20%
Leadership Development Plan	50%
Graded Leadership Activity	10%
Final Exam	20%
Total	100%

Preassignment & Homework. Due prior to each class period, homework requires an understanding of the textbook material. Homework requires [applying](#) course-related skills that are required to create the leadership development plan due at the end of class. Homework cannot be completed without first reading the text, so this course expects this work to be done prior to each class period.

Class Participation. Because nearly half of this course consists of activities, class participation is an essential component of this course. The items I am grading include: active followership, informed questions and comments, willingness to lead, avoidance of blocking/dominating behaviors, and positive learning attitude.

Mid-term Exam. Due prior to the class period on the associated date, the mid-term is a mixture of [knowledge/comprehension/application](#) questions drawn from the readings assigned and lectures for previous lessons. The mid-term is administered in Blackboard, and is open-book; however, time will be a factor in completing the tests.

Leadership Development Plan. The leadership development plan takes all your thoughts, ideas, and assessments, and combines them into a single document that you will use to capture your leadership growth during this course, but also in the future. To complete this plan, you must choose a minimum of three strengths and three weaknesses to improve over time, and then build a detailed five-year plan to improve those items.



Leadership Activity. You will serve as the appointed leader of a cognitively taxing 10-15-minute activity (your classmates will serve as either followers or observers during this activity). You will be graded on your leadership effectiveness during this activity, and will receive both a group and individual debrief on your performance. This activity uses the MBA leadership rubric to grade.

Final Exam. Taken during the assigned final exam period, the final is a comprehensive exam covering all readings, lectures, and other course materials. The final exam is administered in Blackboard, and is closed-book. Time will be a factor in completing the final exam.

POLICIES

ATTENDANCE POLICY

It is particularly important to attend all Zoom class meetings due to the accelerated format of graduate business courses. If you will miss one class meeting for an unavoidable reason, please contact the instructor as soon as possible in order to discuss alternative ways of meeting the learning outcomes that will be covered in the class meeting. If you will miss more than one class meeting for a particular course, please contact both the instructor and the Assistant Dean as soon as possible to discuss whether it is advisable to take the course this semester. Each unexcused absence will lower your final grade by one letter.

In order to attend class meetings, you will need to use a device that allows you to attend a Zoom meeting and appear on screen, such as a laptop computer or tablet with a webcam, or smartphone with a camera. Students and instructors are expected to have their cameras on during class meetings. Please make a note of the Zoom phone number and meeting identification number so that you can call into the class meeting if you experience a technical issue. It is also helpful to have the phone numbers of fellow students or the instructor so that you can text a class participant if you have a technical issue.

ZOOM RECORDING POLICY

Any classroom recording is to be used only for the personal academic use of the individual student, where personal academic use is restricted to the personal study use of the individual. Mount St. Joseph University prohibits sharing, distributing, or publishing classroom recordings in any manner.

ACADEMIC HONESTY POLICY

Please use the following link to access Mount St. Joseph University's Academic Honesty Policy. The policy will be enforced in this class. [Link to University Graduate Academic Honesty Policy](#)

DISABILITY POLICY

In compliance with Section 504 of the Rehabilitation Act of 1973, Mount St. Joseph University provides academic adjustments and auxiliary aids for students with physical or mental impairments that substantially limit or restrict one or more major life activities such as walking, seeing, hearing, or learning. Students with disabilities should contact the Director of Learning Center & Disability Services to present documentation and develop individualized accommodation plans. Students who have already registered with MSJ Disability Services are encouraged to discuss their accommodations with their course faculty at the beginning of each semester. Additional information can be found at [Link to University Disability Services](#).

TEMPORARY ILLNESS POLICY



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Please use the following link to access Mount St. Joseph University's Temporary Illness Policy.
[Link to Temporary Illness Policy](#)

COVID - 19 INFORMATION

The Mount St. Joseph University (University or Mount) COVID-19 Safety Guidelines (Guidelines) are a temporary University policy that applies to all students, employees, and visitors and to all aspects of campus operations. The Guidelines are intended to reduce the spread of COVID-19 in the University community and beyond. They are predicated on the individual responsibility all persons have to monitor their health and to take precautions in the time of COVID-19. The current Guidelines are available on myMount under the Policies tab. All students are encouraged to read the Guidelines in their entirety. [Link to COVID Policy](#)

POLICY ON INCOMPLETES

Please use the following link to access Mount St. Joseph University's policy on incompletes.
[Link to Graduate Incomplete Policy](#)

DROP DATES FOR THE CURRENT SEMESTER

Please use the following link to access information regarding drop dates for this semester.
[Link to Semester Policies and Procedures](#)



COURSE SCHEDULE

Date & Learning Outcomes	Topics ¹	Class Preparation & Assignments ²
08/29/20 (CLO: 1, 2)	Leadership and Leadership Skills Leadership Traits and Ethics Leadership Pipeline <i>Icebreaker Activity</i> <i>Leadership Definition Activity</i>	<i>Materials to prepare:</i> <ul style="list-style-type: none"> • Watch: Lesson 1 Videos • Read Lussier, CH 1-2 • Read Goldsmith, CH 4-5 • Read Charan, CH 1-2
09/12/20 (CLO: 2, 3, 4)	Motivation Contingency Theories Influencing <i>Motivation Activity</i>	<i>Materials to prepare:</i> <ul style="list-style-type: none"> • Watch: Lesson 2 Videos • Read Lussier, CH 3-5 • Assignment: Lussier, all WA, CA, SA³
09/19/20 (CLO: 2, 3, 4)	Communication, Coaching & Conflict LMX Theory & Followership Team Leadership <i>Counseling Activity</i>	<i>Materials to prepare:</i> <ul style="list-style-type: none"> • Watch: Lesson 3 Videos • Read Lussier CH 6-8 • Assignment: Mid-term Exam (Measure: 5.1, 10 items) <u>Assignment due date: 10/17/20</u>
09/26/20 (CLO: 2, 4, 6)	20 Flaws Assessment <i>Discussion</i> <i>Counseling Activity (continued)</i>	<i>Materials to prepare:</i> <ul style="list-style-type: none"> • Watch: Lesson 4 Videos • Read Goldsmith, CH 6-12
10/03/20 (CLO: 1, 2, 5)	Leadership Pipeline <i>Discussion</i> <i>Leadership Development Plan Review</i>	<i>Materials to prepare:</i> <ul style="list-style-type: none"> • Watch: Lesson 5 Videos • Read Charan, CH 3-7
10/07/20 (CLO: 1, 3, 4, 5, 6)	Transformational Leadership Leadership, Culture & Diversity Strategic Leadership & Change Mgt. Crisis Leadership & Learning Orgs. <i>Culture Activity</i> <i>Strategy Activity</i> <i>Crisis Communications Activity</i>	<i>Materials to prepare:</i> <ul style="list-style-type: none"> • Watch: Lesson 6 Videos • Read Lussier CH 9-12
10/17/20 (CLO 3, 4, 6)	<i>Graded Leadership Activity</i> (Measure: 6.2)	<ul style="list-style-type: none"> • Watch: Lesson 7 Videos • Assignment: Final Exam <u>Assignment due date: 10/17/20</u> • Assignment: Leadership Development Plan <u>Assignment due date: 10/19/20</u>

¹Syllabus is subject to change; ²Readings subject to change;

³WA = Work Applications, CA = Concept Applications, SA = Self-assessments