

NOVA SOUTHEASTERN UNIVERSITY
FISCHLER GRADUATE SCHOOL OF EDUCATION AND HUMAN
SERVICES

DOCTOR OF EDUCATION
IN
EDUCATIONAL LEADERSHIP

Online Study Guide

LDR 8540
Leading for Change

Graduate Leadership Studies

Revised
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Preface

This course is designed to take the participant through the experiential learning cycle concerning leadership and management of systems – concrete experience, reflective observation, abstract conceptualization, and active experimentation. Again, people often discover at some point in their career that, although they possess the necessary technical or other professional skills to do the job, they do not know how to work effectively with others or they lack the interpersonal skills to be a good leader and manager. This course seeks to help you understand human behavior in organizations, starting with your own behavior. By the end of the course, you should know yourself better and have given serious consideration to your people skills. The focus of the course is the “micro” level in organizations—issues concerning individual behavior, interpersonal relations, and groups. The topics to be covered are the practical skills all leaders/managers should possess to be more effective in a system.

This online study guide is designed for Nova Southeastern University (NSU) students as they explore the leader’s role in **Leading for Change**. It will specifically look at leadership and the management of the change process in organizations. Participants will learn the theory of change and management, factors that will impact change in systems, how to manage the change process and how to facilitate their organizations implementation and adaptation to change.

In addition, there will be an emphasis on cross-cultural issues which shows participants what actions are appropriate for different situations in dealing with leadership and management issues of a diverse population. This course will help participants acquire a repertoire of behavior skills so they can be effective organizational members. It will supply participants with some hands-on experiences they need to become effective managers and good employees. In spite of their satisfactory technical skills, people often discover at some point in their career that they do not know how to work effectively with others or have the interpersonal skills to be a good manager and deal with change. The course seeks to help you understand why you and others behave as you do in organizations and groups concerning the dynamics of change. By the end of the course, you should know yourself better. The focus of the course is the “micro” level in organizations – issues concerning individuals, interpersonal relations, and groups and how those combinations affect the entire “system.”

LDR 8540 Leading for Change (6 credits)

COURSE DESCRIPTION

To be an organizational leader demands an understanding of the basic principles and practices underlying the management of large and diverse organizations. The contrast of management of stability and control with the management of chaos and instability suggests different techniques of leadership and management. Participants will explore various organizational systems such as information and communication, politics and accountability, power and influence, finance, budget and stewardship, decision-making and conflict resolution

LEARNING OUTCOMES

- Understand Yourself and Other People At Work
- Create Effective Work Relationships
- Demonstrate Leadership and Management
- Acquire Skills to Manage Effective Organizations
- To Help you become more Skilled at Analyzing Behavior in Organizations
- leadership and management
- To Help you Acquire a larger Repertoire of Leadership Behavior or Managerial skills
- To Increase your Self-awareness

COURSE CONDUCT

LDR 8540 Leading for Change is conducted using a Web-based course management system, WebCT. Your assignments and the instructor's feedback will be posted in weekly assignment area.

The topics of the course are organized over a 15-week session. You should plan to spend a minimum of five hours per week working online and examining Internet sites and related materials as well as preparing written assignments. Off-line activities include reading required texts and doing the necessary background work to prepare for the chat sessions and assignments. Written assignments/discussion information appears in the Course Outline.

As you progress through the course, you are encouraged to apply the concepts and principles that you are learning to everyday practice. Use this learning as an opportunity to apply, informally and immediately, your new learning to your work setting. You doing this will enhance the Personal Application Assignments in the course outline. More formal opportunities may arise as you progress through the program. The value you receive from this course is in direct proportion to your active engagement in reading assignments, writing assignments, and online chat sessions. This should be a course that lends itself for you to learn new ideas, theories and then analyze how you are applying them in your everyday work setting.

REQUIRED TEXTBOOKS

Kolb, David A., Osland, Joyce S., & Rubin, Irwin M. (2001). *The organizational behavior reader* (7th ed.). Prentice-Hall, Inc. ISBN: 0130265543

Kolb, David A., Osland, Joyce S., & Rubin, Irwin M. (2001) *Organizational Behavior: An Experiential Approach*. (7th ed.). Prentice-Hall, Inc. ISBN: 0130176109

Kotter, John P. (1996). *Leading change*. Boston: Harvard Business School Press. ISBN: 0875847471. This book is to be read continuously throughout the term and be a major influence in your Synthesis paper.

Each chapter in the Organizational Behavior textbook and reader is designed to take the participant through the experiential learning cycle—concrete experience, reflective observation, abstract conceptualization, and active experimentation. Each chapter begins with a vignette that emphasizes the practical importance of the topic. The pre-meeting preparation not only outlines the “homework” for each session, but also attempts to ground participants in their own experience and encourages them to focus upon what they want to learn. The ubiquitous question: “What are the significant learning points from the readings?” will hopefully nudge participants to analyze what you read. The textbook is a compendium of the best articles in the field. It is a mixture of classic articles and recent developments, and both theoretical pieces and practical ones.

COURSE REQUIREMENTS

Lectures:

Lectures/summaries can be found under the lecture Icon weekly. You are encouraged to read and review the weekly lecture *prior to* reading the required weekly text assignment/readings so that you will be familiar with the important points.

Chat Sessions:

You will be responsible for conducting 5 cohort chats throughout the term. You are responsible for creating your own cohort chat groups. you are encouraged to create your chats with colleagues in the same time zones as you, for convenience. In addition, please limit your chat groups to 5 members. Once chat groups are established, a representative of the group will send the instructor the names and schedule of the chat sessions. The topics of your chats should be the material covered within the 2 weeks prior to the chat session. It is suggested that each member of the cohort chat group take turns leading the chat discussions. At the conclusion of the chat session, the chat needs to be saved and posted in the main area in **Discussions** for others to read. 10%

WRITTEN ASSIGNMENTS

Late assignments will not be accepted

The Essay Assignments:

You will be completing **five essay** assignments, which will be submitted every three weeks during the course. The essay should model both the learning cycle and organizational behavior thinking. Also, the essay will allow you to write on topics that are relevant to you and will provide with a framework you can use throughout your career when you face problematic situations. It is expected that your essays will be a scholarly product, which will include APA style/format with scholarly references cited within the essay (At least 5). Each written essay should be no more than four pages (not including cover page or reference page). 50% (10% for each essay). Unless otherwise indicated, the **written essays are due by MIDNIGHT** on Sunday, at the end of the 3rd, 6th, 9th, 12th and 15th week. Assignments should be posted in the appropriate Essay drop in the discussion area. Students are advised to keep a copy of all written assignments throughout the doctoral program.

The Discussion Assignment:

Each week you will submit a brief response in “discussion format” to the weekly discussion question. You are to read the discussion responses from other students and respond to at least three (3) of them. This will help us to establish a community dialogue and exchange. 15% **All must be posted by the end of the week (Sunday) by midnight**

Weekly Personal Application Assignment:

Each week you will complete the Personal Application Assignment as designated on the Course Outline. These PAAs will be your way of reflecting and commenting on the information and applying some personal interest or experience of yours to the required readings. Each PAA should:

- summarize what you learned from the required reading material including your opinions, feelings and thoughts.
- demonstrate some of the knowledge gained from the articles in the reader;
- show how you experienced in the past or plan to apply the acquired knowledge to a real situation of your own; and
- demonstrate what you learned about yourself from reading the information.

You will post your responses to the PAA in the Resource File in the appropriate weekly folder. 15% **All must be posted by the end of the week (Sunday) by midnight**

FINAL SYNTHESIS PAPER

This final synthesis paper is due after the last class week, it is to be no more than 4 pages in length. You may draw upon all of the resources used during class. Choose the single most important component of the change process in which you feel enables the change within the organization to be successful. It is important for you to consider the literature, your own understanding and vision of leadership as well as your perspectives on organizations.

This paper is meant to integrate all that you have covered in the past 15 weeks and should be approached thoughtfully and reflectively. You may want to consider carefully your own role within your organization. All of this will be important as you proceed with this assignment. Three to five references outside the course texts are required. (10% of Grade)

This type of course requires participants to take responsibility for their own learning. In order for this course to be successful, participants must do all the required reading and preparation and participate actively in the chat sessions and break out groups.

GRADING CRITERIA

The major assignments for EDL 8307 and their corresponding points are as follows:

Five Essays	50 points (50% of grade)
Discussion Assignments	15 points (15% of grade)
Weekly Personal Application Assignments	15 points (15% of grade)
Cohort chat participation	10 points (10% of grade)
Final Synthesis Paper	10 points (10% of grade)

Grading Scale

90 – 100 = A

80 – 89 = B

Under 79 = F

Grades issued in this course are A, B, F

The student must negotiate the incomplete (I) grade with the professor. An “I” is given at the discretion of the professor and is only considered in a case where the student has completed most of the course assignments. The professor will determine the time extension given to each student. The time extension may not exceed one term, or 15 weeks.

A student who does not complete any assignment is not entitled to an I grade and will receive an F. Students who receive F's will be placed on probation and will be expected to take the course over again.

Each student is responsible for knowing the guidelines for probation and dismissal. Information is provided in the Student Handbook located on the web site

COURSE OUTLINE

Week 1 – Psychological Contract

Read Chapter 1 – The Psychological Contract:

The Organizational Behavior Reader, 7th Edition &
Organizational Behavior: An Experiential Approach, 7th Edition

Week 1 Discussion: What's the purpose of humility inducing experiences in the process of socialization? Post your response in the Discussion Icon in Week 1 and label it Discussion – Week #1 (Follow this same protocol for all Weekly Discussion responses)

Week 1 Personal Application Assignment: Complete the PAA on Pg. 18 in textbook. Post your response in the Resource Icon in Week 1 and label it PAA – Week #1 (Follow this same protocol for all Weekly Personal Application Assignments)

Week 2 – Theories of Management

Read Chapter 2 – Theories of Managing People

The Organizational Behavior Reader, 7th Edition &
Organizational Behavior: An Experiential Approach, 7th Edition

Week 2 Discussion: Describe six theories of management and their “ideal” manager, and explain why it's important to identify your own personal theories about management and organizational behavior in a leadership position.

Week 2 Personal Application Assignment: Complete the Personal Application Assignment on pages 35-36 in textbook.

Week 3 – Learning & Motivation

Read Chapters 3 & 4 – Individual and Organizational Learning &

Individual & Organizational Behavior

The Organizational Behavior Reader, 7th Edition &

Organizational Behavior: An Experiential Approach, 7th Edition

Week 3 (1st Essay): Using recommendations from Kouzes and Posner, explain how you might link rewards with performance for a manager of a local, nonprofit homeless shelter. Be specific.

Week 3 Discussion: What's the difference between adaptive and generative learning? Provide an example of each in your response.

Week 3 Personal Application Assignment: Complete the Personal Application Assignment on page 93 in textbook.

Week 4 – Ethics/Values & Career Development & Stress

Read Chapter 5 & 6 – Ethics & Values

Personal Growth & Work Stress

The Organizational Behavior Reader, 7th Edition &

Organizational Behavior: An Experiential Approach, 7th Edition

Week 4 Discussion: Give me your thoughts on the differences between a manager and a Leader

Week 4 Personal Application Assignment: Complete the Personal Application Assignment on page 113 in textbook.

Week 5 – Communication & Perception

Read Chapters 7 & 8 – Interpersonal Communication

Perception & Attribution

The Organizational Behavior Reader, 7th Edition &

Organizational Behavior: An Experiential Approach, 7th Edition

Week 5 Discussion: Contrast the differences in communication patterns of men and women as identified by Tannen. Give an example for each gender of how these patterns can be both positive and negative in managerial communication. And according to Adler, when are stereotypes helpful?

Week 5 Personal Application Assignment: Complete the Personal Application Assignment on page 187 in textbook.

Week 6 – Group Dynamics & Problem Solving/Creativity

Read Chapter 9 & 10 – Group Dynamics & Work Teams

Problem Solving & Creativity

The Organizational Behavior Reader, 7th Edition &

Organizational Behavior: An Experiential Approach, 7th Edition

Week 6 (2nd Essay): Identify and describe what organizational requirements must be in place to set the stage for successful work teams and describe any of these as to whether they are not present in your current work setting.

Week 6 Discussion: Why is it best to look for “what” is the problem and not “who?”

Week 6 Personal Application Assignment: Complete the Personal Application Assignment on pages 239-240 in textbook.

Week 7 – Conflict & Negotiation

Read Chapter 11 – Intergroup Conflict & Negotiation

Week 7 Discussion: Name the four steps in principled negotiation and relate each of them to a situation you have had in your own workplace setting.

Week 7 Personal Application Assignment: Complete the Personal Application Assignment on pages 262-263 in textbook.

Week 8 - Diversity

Read Chapter 12 – Managing Diversity

The Organizational Behavior Reader, 7th Edition &

Organizational Behavior: An Experiential Approach, 7th Edition

Week 8 Discussion: Provide cultural examples for each of Hofstede's cultural dimensions. And how do Osland and Bird define sophisticated stereotyping?

Week 8 Personal Application Assignment: Complete the Personal Application Assignment on pages 282-283 in textbook.

Week 9 – Leadership & Organizational Culture

Read Chapters 13 & 14 – Leadership

Organizational Culture

The Organizational Behavior Reader, 7th Edition

Organizational Behavior: An Experiential Approach, 7th Edition

Week 9 (3rd Essay) - Your boss has asked you to develop recommendations for improved management of diversity within your organization. (a) Describe the characteristics of organizations that manage diversity well, (b) evaluate your own organization using these standards, and (c) determine what improvements and steps should be taken.

Week 9 Discussion: What is the primary difference between male and female leadership styles? How have these leadership styles changed in the 21st century?

Week 9 Personal Application Assignment: Complete the Personal Application Assignment on pages 322-323 in textbook.

Week 10 – Decision Making & Power/Influence

Read Chapters 15 & 16 – Decision Making

Power & Influence

The Organizational Behavior Reader, 7th Edition &

Organizational Behavior: An Experiential Approach, 7th Edition

Week 10 Discussion: You are the president of a student organization. You won a very close election last fall and, quite frankly, not all the members seem pleased to have you as president. You have just received a letter from the president of your alumni group asking whether your group is willing to put on a shower for them when they have their national meeting in town at the end of the semester. It's hard to refuse them because they donate funds to groups like yours, based upon how active and productive each campus organization is. So if you agree to do the shower, it must be well done. The show would require a lot of extra work right around exam time, which might annoy some members. Using Vroom's theory of decision-making, which leadership style would be most appropriate for making this particular decision? Why? Explain why you chose the particular style.

Week 10 Personal Application Assignment: Complete the Personal Application Assignment on page 376 in textbook.

Week 11 - Empowerment

Read Chapter 17 – Empowerment & Coaching

The Organizational Behavior Reader, 7th Edition &
Organizational Behavior: An Experiential Approach, 7th Edition

Week 11 Discussion: According to Schermerhorn et al., what are three factors that compromise the individual performance equation? Relate this equation to your own work setting and give a brief analysis as to whether and/or how this occurs or does not occur in your own organization.

Week 11 Personal Application Assignment: Complete the Personal Application Assignment on pages 400-401 in textbook.

Week 12 – Performance Appraisal

Read Chapter 18 – Performance Appraisal

The Organizational Behavior Reader, 7th Edition &
Organizational Behavior: An Experiential Approach, 7th Edition

Week 12 (4th Essay): Explain Kerr’s principal argument and provide an example that did not appear in the article, which proves his thesis. Analyze your own organization, are there instances of rewarding “A” while hoping for “B”.

Week 12 Discussion: Define goal displacement and provide an example of such that occurs in your workplace setting.

Week 12 Personal Application Assignment: Complete the Personal Application Assignment on page 437 in textbook.

Week 13 – Organization Design

Read Chapter 19 – Organization Design

The Organizational Behavior Reader, 7th Edition &
Organizational Behavior: An Experiential Approach, 7th Edition

Week 13 Discussion: Compare mechanistic and organic organizations and provide examples of each.

Week 13 Personal Application Assignment: Complete the Personal Application Assignment on page 462 in textbook.

Week 14 – Managing Change

Read Chapter 20 – Managing Change

The Organizational Behavior Reader, 7th Edition &
Organizational Behavior: An Experiential Approach, 7th Edition

Week 14 Discussion: Define what you perceive as resistance to change and its function.

Week 14 Personal Application Assignment: Complete the Personal Application Assignment on page 488-489 in textbook.

Week 15 (5th Essay) Analyze your own organization using the 7-S model. Where do you find “fits” or lack of fits between the various components?

Week 15 Discussion: What are three tactics for dealing with resistance to change that more likely to result in commitment to change rather than compliance?

Week 15 Personal Application Assignment: Complete the Organizational Quiz on pg. 466-469 concerning your organization’s readiness for change.

Final Synthesis paper due week 15

MAJOR ASSIGNMENT SCORING RUBRIC

Development/Thesis/Content and Ideas

Focus (thesis, purpose or controlling concept):

- Is clear, articulate and insightful
- Is fully realized (carefully and deliberately treated from start to finish), thorough and complete
- Develops from simple to complex and from general to specific.
- Word choice and rhetoric are carefully selected to convey precise meaning

Textual paragraphs are supported by:

- A variety of relevant facts
- Rich supporting details, examples, “illustrations”
- Well-reasoned argument, observations, personal experiences
- References to related readings and sources
- Content that “digs” beneath the surface and some risk-taking is evident where appropriate.

Written product:

- Demonstrates purposeful and specific attention to audience
- Tense and voice are consistent
- Maintains purpose
- Presents sentences in a variety of styles or sophisticated patterns.

SCORE: High 5 4 3 2 1 Low

Organization

Product

- maintains clear, logical and inventive organization or concepts and ideas, where same are easily seen to “connect” and relate one to the other.

Introduction and conclusion

- are powerful, but not redundant.

Paragraphs:

- are focused and include supporting evidence
- ...and sentences contain or manifest effective transitions
- lead to smooth flow/movement as the content builds throughout the product
- reflect a sense of order to the content presentation, which results in a coherent, seamless flow of ideas as individual elements are knit together smoothly

SCORE: High 5 4 3 2 1 Low

Mechanics

Form and style:

___ is fully accurate according to APA standards

Structural integrity is maintained by:

___ Accurate grammar, punctuation, sentence structure

___ Accurate Spelling, mechanical conventions (capitalization, etc.), spacing

___ Accurate and precise diction and phrasing.

SCORE: High 5 4 3 2 1 Low

Overall Comments:

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