

NOVA SOUTHEASTERN UNIVERSITY
FISCHLER GRADUATE SCHOOL OF EDUCATION AND HUMAN
SERVICES

DOCTOR OF EDUCATION
IN
ORGANIZATIONAL LEADERSHIP

Study Guide For Sites
Second Edition – Summer 2002

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 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

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. Other 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. 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 and writing assignments. 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*. Harvard Business School Press. ISBN:0-87584-747-1) 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?” This will hopefully nudge participants to analyze what they 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.

GRADE CRITERIA

The major assignments for LDR 8540 and their corresponding points are as follows:

Personal Application Assignments (PAA)	20 points (10% of grade)
Three Case Studies Assignments	10 points (10% of grade)
Three Major Assignments assigned with/by instructor	50 points (60% of grade)
Final Synthesis Paper	10 points (10% of grade)
Class participation	10 points (10% of grade)

If Exam used, PAA,=10% Case Studies = 10%, Major Assignments=30%, Participation = 10%, Synthesis Paper =10%, Final Exam = 30%

Grades issued in this course are A, B, and F. There are no plus and minus grades given with the final grade. Professors may issue C and D, as well as plus and minus grades, on assignments as indicators of quality.

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 Fs will be placed on probation and will be expected to take the course over again.

A student who has not completed any assignments is not entitled to an (I) grade and will receive an F. Students who receive Fs will be placed on probation and will be expected to repeat the course.

Each student is responsible for knowing the guidelines for probation and dismissal. Information is provided in the Student Handbook located on the Web site <http://www.fgse.nova.edu/orgleader>

WRITTEN ASSIGNMENTS

Personal Application Assignments:

You will complete the Personal Application Assignments in the Organizational Behavior: An Experiential Approach as designated by your instructor. Completing each assigned PAA 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.

Case Studies:

Case studies are assigned and each student will be expected to respond to the case study questions and participate in the discussion of the case study.

Major Assignments:

A major assignment will be given at the conclusion of each weekend session. The assignment will be a culminating experience (product) of the readings, activities and discussion from each weekend session. The instructor will set the due date for the submission of each assignment.

FINAL SYNTHESIS PAPER

This final synthesis paper is **due one week after the last class session**. It is to be no more than 6 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 your organization.

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.

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 preparation and reading prior to each weekend session, and demonstrate active participation in the sessions and break out groups.

COURSE OUTLINE

Weekend I

Psychological Contract

Read Chapter 1 – The Psychological Contract:

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

Thoughts for Discussion: What's the purpose of humility inducing experiences in the process of socialization?

Personal Application Assignment: Complete the PAA on Pg. 18 in textbook.

Theories of Management

Read Chapter 2 – Theories of Managing People

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

Thoughts for 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.

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

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

Thoughts for Discussion: What's the difference between adaptive and generative learning?

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

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

Thoughts for Discussion: give me your thoughts on the differences between a manager and A leader.

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

Case Study One: The Donor Services Case (Pg. 503)

First Major Assignment: To be determined by/with instructor

Weekend II

Communication & Perception

Read Chapters 7 & 8 – Interpersonal Communication

Perception & Attribution

The Organizational Behavior Reader, 7th Edition &

Organizational Behavior: An Experiential Approach, 7th Edition

Thoughts for 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?

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

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

Thoughts for Discussion: Why is it best to look for “what” is the problem and not “Who?”

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

Conflict & Negotiation

Read Chapter 11 – Intergroup Conflict & Negotiation

The Organizational Behavior Reader, 7th Edition &

Organizational Behavior: An Experiential Approach, 7th Edition

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

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

Diversity

Read Chapter 12 – Managing Diversity

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

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

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

Case Study Two: Custom Chip, Inc. (Pg. 507)

Second Major Assignment: To be determined by/with instructor

Weekend III**Leadership & Organizational Culture**

Read Chapters 13 & 14 – Leadership

Organizational Culture

The Organizational Behavior Reader, 7th Edition

Organizational Behavior: An Experiential Approach, 7th Edition

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

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

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

Thoughts for Discussion: You are the president of a student organization. You won a very close election last fall and, quite frankly, not all the member 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.

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

Empowerment

Read Chapter 17 – Empowerment & Coaching

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

Thoughts for 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.

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

Performance Appraisal

Read Chapter 18 – Performance Appraisal

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

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

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

Organization Design

Read Chapter 19 – Organization Design

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

Thoughts for Discussion: Compare mechanistic and organic organizations and provide examples of each.

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

Managing Change

Read Chapter 20 – Managing Change

The Organizational Behavior Reader, 7th Edition &

Organizational Behavior: An Experiential Approach, 7th Edition

Thoughts for Discussion: Define what you perceive as resistance to change and its function. What are three tactics for dealing with resistance to change that more likely to result in commitment to change rather than compliance?

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

Organizational Quiz: Complete the Organizational Quiz on pg. 466-469 concerning your organization's readiness for change.

Case Study Three: Women and Global Leadership at Bestfoods Pg. 533

Third Major Assignment: To be determined by/with instructor.

Final Synthesis Paper due 1 week after the final class session.

OL 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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