MGT 164: ORGANIZATIONAL LEADERSHIP

STUDENT CLASS: Undergraduate, Upper Division Standing
TERM: Fall 2014
TIME AND ROOM
• MGT 164A: Tuesdays and Thursdays 9:30 to 10:50 AM Otterson Hall 1S113 (Rady)
• MGT 164B: Tuesdays and Thursdays 12:30 to 1:50 PM Otterson Hall 1S114 (Rady)

PROFESSOR: Mary A. McKay
OFFICE ROOM: Otterson Hall (Rady) 2E121
OFFICE HOURS: Tuesdays and Thursdays 11:00 AM to noon AND 2:00 to 3:00 (No Thursday afternoon OHs on 10/9, 10/16, 10/30, 11/6, and 11/13)

YOUTUBE CHANNEL: YouTube marymckay4
LIBRARY E-RESERVE PASSWORD: mm164

CLASS EMAIL ACCOUNT
Section A: mgt164a@gmail.com
Section B: mgt164b@gmail.com
(PLEASE DO NOT USE TED FOR EMAILING. ALWAYS USE COURSE EMAIL ACCOUNT)

ACADEMIC ADVISOR FOR RADY UNDERGRADUATE PROGRAMS: Hillary Flocke
EMAIL: undergrad@rady.ucsd.edu
OFFICE: Otterson Hall 2E113 – Student Services Area
WALK-IN HOURS: Tuesdays and Thursdays 9:00 AM to Noon AND Wednesdays 1:00 to 4:00 PM

TEACHING ASSISTANT:
SECTION A: Ryan Wagner
SECTION B: Elle Bass
OFFICE HOURS: See Announcements on TED

DESCRIPTION

To be successful in today’s complex and changing business environment, students need a broad understanding of organizations and the challenges and opportunities facing today’s leaders and managers. Organizational Leadership combines both theoretical and practical approaches to understanding organizations and is designed to prepare students for effectiveness in future career positions. Students will work independently, in pairs and in small groups with a focus on critical reading, writing, and discussion.

Organizational Leadership examines key themes in the study of the leadership in a modern organization: strategy, communication, networks, power and politics, ethics, culture, and change. The course will provide grounding in important concepts and connections to relevant and practical challenges facing today’s leaders. Course readings have been selected to introduce a topic, to provide a personal perspective, to teach a skill, to examine a problem or event in detail, or to inspire in-depth thinking and future behavior.
OBJECTIVES

- To identify concepts from the study of organizational theory and organizational behavior that are foundational to the study of organizational leadership
- To understand the relationship between organizational strategy and people, and the communication skills and tools, including networks, used by leaders to impact individual and group effectiveness
- To identify and interpret sources and uses of power as a tool in organizational politics
- To explore the need for moral humility in ethical leaders
- To understand organizational culture as a tool of great leaders
- To examine change management as an essential function of a modern leader
- To compare and contrast multiple perspectives on leadership and the role of the leader in today’s organizations
- To explore course readings through a journal/written dialogue with a partner
- To grow in personal awareness, critical thinking and writing skills, and cooperative work behaviors

REQUIRED MATERIALS

Required Online Purchase


To purchase the course reader, please follow the instructions found in the announcements for this class on TED. This reader is NOT available in the UCSD Bookstore.

TED

I rely on the course website to communicate with students, so plan to check it daily. I use the announcement function regularly and I will hold you responsible to stay up to date with all information.
<table>
<thead>
<tr>
<th>WEEKS 1-10</th>
<th>DATE</th>
<th>TOPICS AND ACTIVITIES</th>
<th>ASSIGNED READING AND DUE DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>Tuesday &lt;br&gt; October 7</td>
<td>Introduction to Leadership &lt;br&gt; and Organizations</td>
<td>Readings 1-3*&lt;br&gt;*See Assigned Readings below for details.&lt;br&gt;PJ Submission #1 Due</td>
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<td></td>
<td>Thursday &lt;br&gt; October 2</td>
<td>Syllabus and course requirements</td>
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<tr>
<td></td>
<td>Tuesday &lt;br&gt; October 7</td>
<td>Introduction to Leadership &lt;br&gt; and Organizations</td>
<td>Readings 1-3*&lt;br&gt;*See Assigned Readings below for details.</td>
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<tr>
<td>Week</td>
<td>Date</td>
<td>Topic</td>
<td>Readings</td>
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<tr>
<td>Week 7</td>
<td>Thursday November 13</td>
<td>Motivating and Leading Change</td>
<td>Readings 19-21*</td>
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<td></td>
<td>Tuesday November 18</td>
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<td>Reading 22*</td>
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<td>PJ Submission #7 Due</td>
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<tr>
<td>Week 8</td>
<td>Thursday November 20</td>
<td>Leadership, Part 1 Authentic Leadership and Authentic Organizations</td>
<td>Readings 23-24*</td>
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<td>Tuesday November 25</td>
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<td>Readings 25-26*</td>
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<td>PJ Submission #8 Due</td>
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<tr>
<td>Week 9</td>
<td>Tuesday December 2</td>
<td>Leadership, Part 2 Leadership Requires 360° Effectiveness</td>
<td>Readings 27-28*</td>
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<td></td>
<td>Thursday December 4</td>
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<td>Reading 29-30*</td>
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<td>PJ Submission #9 Due *Thursday due date</td>
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<tr>
<td>Week 10</td>
<td>Tuesday December 9</td>
<td>Leadership, Part 3 Solitude, Humility, and Hope</td>
<td>Readings 31-32*</td>
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<td>Thursday December 11</td>
<td></td>
<td>Readings 33-34*</td>
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<td>There is NO PJ #10 Final Essay is due today before class starts</td>
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<tr>
<td>FINAL ESSAY</td>
<td>Final Essay Due Thursday, 12/11 9:30 AM for Section A 12:30 PM for Section B</td>
<td>Final Essay covers Weeks 1-10</td>
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<tr>
<td>OPTIONAL REVIEW</td>
<td>Optional Final Exam Review Q+A Session</td>
<td>TBA</td>
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*Thursday due date

**Note:** Use Turnitin Submission Link on TED

**Final Essay covers:**

- **Weeks 1-10**
FINAL EXAM
Section A (9:30 AM)
Thursday 12/18
8:00 AM
Section B (12:30 PM)
Friday 12/19
11:30 AM
Final Exam covers
Weeks 6-10

ASSIGNMENTS

Reading: Reading is assigned for each class session with the exception of the day of the midterm. A reading guide for each week will be available in the course reader. You are not required to answer the questions included in the reading guide. They are meant to get you thinking.

Partner Journal (30%): Students will be assigned into pairs during the first day or two of class. Each student pair will work together on a Partner Journal (PJ) that will last the full quarter. A detailed project description is posted on the course website (Content> Partner Journal).

Exams (25% + 25%): See course schedule for dates and times. The mid-term exam will cover Weeks 1-5. The final exam will cover Weeks 6-10. Midterm and Final exams will include multiple choice and true/false questions.

Final Essay (10%): The final essay is a take-home essay prompt (covering Weeks 1-10) due on the day of the last class meeting before we begin class. The essay will be submitted via a Turnitin link on TED.

Attendance (6%), Course Quiz (1%), Behavioral Lab (2%) and CAPE Evaluation (1%): Attendance is required and will be tracked with a sign-in sheet. There is no penalty for the first absence. See TED for detailed information on other items.

COURSE POLICIES

ATTENDANCE AND PREPARATION: This course is very interactive and combines lecture, group discussion, partner dialogue and small group activities to facilitate learning. All components of the learning experience are designed to complement the reader and all material is fair game for exams. Reading must be completed before class on the day it is assigned. Regular attendance is required and recorded.

PARTICIPATION: Class participation (individual contribution to exercises and discussion, etc.) is an important part of the learning experience. Please be prepared to contribute with insight, curiosity, and critique.

ABSENCES: If you miss a class, plan to check with your journal partner to learn what was missed.

EXAM AND OTHER DUE DATES: All due dates are firm. Late submittals are rarely accepted except under the most extenuating circumstances. Midterm and final exam dates are firm. Only the most extenuating circumstances would be cause for a make-up opportunity and would require approved documentation.

LAPTOPS AND CELL PHONES: Laptops, iPads, phones etc. are NOT permitted for use during class time.

GRADING

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Exams (I)</td>
<td>50%</td>
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<tr>
<td>Midterm (I)</td>
<td>25%</td>
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<tr>
<td>Final (I)</td>
<td>25%</td>
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<tr>
<td>Final Essay (I)</td>
<td>10%</td>
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<tr>
<td>PJ - Partner Journal (C)</td>
<td>30%</td>
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<tr>
<td>Attendance (I), Behavioral Lab (I), Course Quiz (I) and CAPE (I)</td>
<td>10%</td>
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<tr>
<td>TOTAL</td>
<td>100%</td>
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KEY:
I – Independent, individual work only. No collaboration or consultation allowed.
G – Students may work together in groups and turn in one project or assignment for the entire group.
C – Collaboration with classmates is allowed. However, each student must submit for an individual grade.

GRADE SCALE FROM TED

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Grade</th>
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<tbody>
<tr>
<td>Between 97 and 100 = A+</td>
<td>A+</td>
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<tr>
<td>Between 94 and less than 97 = A</td>
<td>A</td>
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<tr>
<td>Between 90 and less than 94 = A-</td>
<td>A-</td>
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<tr>
<td>Between 87 and less than 90 = B+</td>
<td>B+</td>
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<tr>
<td>Between 84 and less than 87 = B</td>
<td>B</td>
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<tr>
<td>Between 80 and less than 84 = B-</td>
<td>B-</td>
</tr>
<tr>
<td>Between 77 and less than 80 = C+</td>
<td>C+</td>
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<tr>
<td>Between 74 and less than 77 = C</td>
<td>C</td>
</tr>
<tr>
<td>Between 70 and less than 74 = C-</td>
<td>C-</td>
</tr>
<tr>
<td>Between 67 and less than 70 = D+</td>
<td>D+</td>
</tr>
<tr>
<td>Between 64 and less than 67 = D</td>
<td>D</td>
</tr>
<tr>
<td>Between 60 and less than 64 = D-</td>
<td>D-</td>
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<tr>
<td>Less than 60 = F</td>
<td>F</td>
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**Notes:**
1. Raw scores and percentages are released through TED MyGrades in a timely manner.
2. Grading and/or recording errors must be reported within 7 days of appearing on MyGrades.
3. If a curve is required, it will be applied after the final exam on the cumulative percentage for the quarter. I have used a curve only once, so please do not anticipate this happening.
4. The grade scale is firm and there is no opportunity for extra credit.
5. THERE WILL BE NO GRADE NEGOTIATING AT THE END OF THE QUARTER.

PASS/NO PASS STUDENTS

The choice to take any course pass/no pass can be helpful for students with a particularly difficult course load overall (Please note: Rady minor students who choose this course as an elective toward minor requirements are excluded from this option.) If you are eligible and have chosen pass/no pass, it is important to approach the course requirements with a thoughtful strategy. My goal is for you to learn the course content in a meaningful way. I hope your goal is the same, although I appreciate your desire to reduce the workload. You will need a 69.5% to pass.
With this in mind, I would emphasize the following list in order to make a strong start. Your approach to the remainder of the course requirements should be personalized to your strengths.

- Attend all classes
- Complete the Course Quiz
- Complete all readings on time
- Complete all Partner Journal submissions with your full effort
- Participate in the Behavioral Lab
- Complete a CAPE evaluation (available late in the quarter)

This gets you off to a solid start in the course (but is not nearly enough to pass), and helps you to prepare for the midterm by staying up-to-date with the readings. Once midterm results are available, you will have a sense of how to approach your preparation for the final and final essay. If you are attending, reading, and writing, I am confident you are learning and would be happy to discuss your personal strategy with you before or after the midterm and/or final exam.

ACADEMIC INTEGRITY

Integrity of scholarship is essential for an academic community. As members of the Rady School, we pledge ourselves to uphold the highest ethical standards. The University expects that both faculty and students will honor this principle and in so doing protect the validity of University intellectual work. For students, this means that all academic work will be done by the individual to whom it is assigned, without unauthorized aid of any kind. The complete UCSD Policy on Integrity of Scholarship can be viewed at: https://students.ucsd.edu/academics/academic-integrity/index.html

How the Honor Code applies to this course:

Students in Organizational Leadership will be expected to complete all coursework within the spirit and letter of the Honor Code and the Academic Integrity policies of the Rady School and the University. Plagiarism and cheating on exams are serious offenses. Please see your instructor if you have any questions or concerns.

STUDENTS WITH DISABILITIES

A student who has a disability or special need and requires an accommodation in order to have equal access to the classroom must register with the Office for Students with Disabilities (OSD). The OSD will determine what accommodations may be made and provide the necessary documentation to present to the professor. The student must present the OSD letter of certification and OSD accommodation recommendation to the professor in order to initiate the request for accommodation in classes, examinations, or other academic program activities. No accommodations can be implemented retroactively. Please visit the OSD website for further information or contact the Office for Students with Disabilities at (858) 534-4382 or osd@ucsd.edu.
ASSIGNED READINGS

All bolded items are in the reader. Others can be found via links embedded here and via TED (see Content folders by week OR as marked for library e-reserves).

WEEK 1: INTRODUCTION TO LEADERSHIP AND ORGANIZATIONS


WEEK 2: THE EMOTIONALLY AND SOCIALLY INTELLIGENT LEADER


WEEK 3: OPEN LEADERSHIP: COLLABORATIVE, ENGAGED AND SOCIAL


WEEK 4: POWER AND LEADERSHIP


WEEK 5: MIDTERM / MORAL HUMILITY AND THE ETHICAL LEADER


WEEK 6: CULTURE AS A TOOL OF LEADERSHIP


WEEK 7: MOTIVATING AND LEADING CHANGE


WEEK 8: LEADERSHIP, PART 1: AUTHENTIC LEADERSHIP AND AUTHENTIC ORGANIZATIONS


WEEK 9: LEADERSHIP, PART 2: LEADERSHIP REQUIRES 360° EFFECTIVENESS


WEEK 10: LEADERSHIP, PART 3: SOLITUDE, HUMILITY, AND HOPE


33. William Deresiewicz, “Solitude and Leadership: If You Want Others To Follow, Learn To Be Alone With Your Thoughts,” Lecture delivered at the United States Military Academy at West Point in October of 2009. (http://www.theamericanscholar.org/solitude-and-leadership/)