



**COWLEY COLLEGE
& Area Vocational Technical School**

COURSE PROCEDURE FOR

**ORGANIZATIONAL LEADERSHIP
LED 1449 3 Credit Hours**

Student Level:

This course is open to students on the college level in either the freshman or sophomore year.

Prerequisites:

None.

Controlling Purpose:

The purpose of this course is to provide the student with a clear understanding of the importance of human behavior within the organization, as well as differences between leadership and management at the organizational level.

Learner Outcomes:

Upon completion of the course, the student will be able to implement effective leadership and managerial styles to ensure organizational and personal effectiveness.

Units Outcomes and Clock Hours of Instruction for Core Curriculum:

The following outline defines the minimum core content not including the final examination period. Instructors may add other material as time allows.

Evaluation Key:

- | | | |
|---|---|--|
| A | = | All major and minor goals have been achieved and the achievement level is considerably above the minimum required for doing more advanced work in the same field. |
| B | = | All major goals have been achieved, but the student has failed to achieve some of the less important goals. However, the student has progressed to the point where the goals of work at the next level can be easily achieved. |
| C | = | All major goals have been achieved, but many of the minor goals have not been achieved. In this grade range, the minimum level of proficiency represents a person who has achieved the major goals to the minimum amount of preparation necessary for taking more advanced work in the same field, but without any major handicap of inadequacy in his background. |
| D | = | A few of the major goals have been achieved, but the student's achievement is so limited that he is not well prepared to work at a more advanced level in the same field. |
| F | = | Failing, will be computed in GPA and hours attempted. |
| N | = | No instruction or training in this area. |

UNIT 1: INTRODUCTION TO ORGANIZATIONAL BEHAVIOR

Outcomes: The student will gain an understanding of the basic concepts of organizational behavior.

A	B	C	D	F	N	Specific Competencies
						Demonstrate the ability to:
						Define and describe organizational behavior.
						Describe the emergence of organizational behavior.
						Describe contemporary organizational behavior.
						Discuss the role of organizational behavior in management and leadership.
						Identify and discuss contemporary managerial and leadership challenges.
						Discuss the role of organizational behavior in managing for effectiveness.
						Describe the nature of diversity in organizations.
						Discuss the emergence of international management.
						Identify and explain key dimensions of diversity.
						Describe the fundamental issues in leading a multicultural organization.

UNIT 2: INDIVIDUAL PROCESSES IN ORGANIZATIONS

Outcomes: The student will study individual processes in organizations.

A	B	C	D	F	N	Specific Competencies
						Demonstrate the ability to:
						Explain the nature of the individual-organization relationship.
						Define personality and describe personality attributes that affect behavior in organizations.
						Discuss individual attitudes in organizations and how they affect behavior.
						Describe basic perceptual processes and the role of attributions in organizations.
						Discuss the causes and consequences of stress and how stress can be managed.
						Explain how workplace behaviors can directly or indirectly influence organizational effectiveness.
						Characterize the nature of motivation, including its importance and basic historical perspectives.
						Describe the need-based perspectives on motivation.
						Explain the major process-based perspectives on motivation.
						Describe learning-based perspectives on motivation.
						Explain the relationship between motivation and employee performance.

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						Discuss job design, including its evolution and alternative approaches.
						Describe the relationship among participation, empowerment and motivation.
						Identify and describe key alternative work arrangements.
						Describe goal setting and relate it to motivation.
						Discuss performance management in organizations.
						Identify key elements in an effective organizational reward system.
						Describe the issues and processes involved in managing reward systems.

UNIT 3: INTERPERSONAL PROCESSES IN ORGANIZATIONS
 Outcomes: Students will gain an overview of interpersonal processes in organizations, including group interactions and team issues.

A	B	C	D	F	N	Specific Competencies
						Demonstrate the ability to:
						Discuss how communication can be managed in organizations.
						Define a group.
						Discuss the types of groups commonly found in organizations.
						Describe the general stages of group development.
						Discuss the major group performance factors.
						Describe intergroup dynamics.
						Explain conflict in organizations.
						Discuss methods for managing group and intergroup dynamics.
						Differentiate teams from groups.
						Discuss the benefits and costs of teams in organizations.
						Describe various types of teams.
						Explain how organizations implement the use of teams.
						Discuss essential team issues.

UNIT 4: LEADERSHIP AND DECISION MAKING PROCESSES IN ORGANIZATIONS
 Outcomes: The student will gain an understanding of leadership and decision making processes in organizations.

A	B	C	D	F	N	Specific Competencies
						Demonstrate the ability to:
						Characterize the nature of leadership.

						Trace the early approaches of leadership.
						Describe the LPC theory of leadership.
						Discuss the path-goal theory of leadership.
						Describe Vroom's decision tree approach to leadership.
						Discuss contemporary approaches to leadership.
						Characterize leadership as influence.
						Discuss influence-based approaches to leadership.
						Describe key leadership substitutes.
						Explain power in organizations.
						Discuss power and organizational politics.
						Describe impression management.
						Describe the nature of decision making.
						Discuss the decision making process for a variety of perspectives.
						Explain related behavioral aspects of decision making.
						Describe group decision making in organizations.
						Discuss negotiations in organizations.

UNIT 5: ORGANIZATIONAL PROCESSES AND CHARACTERISTICS

Outcomes: The student will gain an understanding of organizational processes and characteristics.

A	B	C	D	F	N	Specific Competencies
						Demonstrate the ability to:
						Identify the factors and several popular approaches that determine how an organization should be designed.
						Define organizational culture and explain how it affects employee behavior.
						Explain how to create an organizational culture.
						Discuss two different approaches to describing culture in organizations.
						Identify important emerging issues in organizational culture.

							Discuss the key elements of managing organizational culture.
							Summarize four dominant forces for change in an organization.
							Describe the process of planned organization change as a continuous process.
							Discuss several approaches to organization development.
							Explain organizational and individual sources of resistance to change.
							Identify six keys to managing successful organization change and development.

Projects Required:

Projects may vary according to the instructor.

Textbook:

Contact Bookstore for current textbook.

Materials/Equipment Required:

Computers and printers.

Internet.

Attendance Policy:

Students should adhere to the attendance policy discussed on the first day of class.

Grading Policy:

Grading may vary according to the instructor.

Criterion Based Evaluation:

See Unit Outcomes and Competencies.

Maximum class size:

The maximum class size is 25.

Course Time Frame:

At least 6 hours each week is suggested for class and preparation.

Catalog Description:

LED 1449 Organizational Leadership 3hrs.

The purpose of this course is to provide the student with a clear understanding of the importance of human behavior within the organization, as well as differences between leadership and management at the organizational level. Upon completion of the course, the student will be able to implement effective leadership and managerial styles to ensure organizational and personal effectiveness.

Academic Code of Conduct:

Cowley College is committed to instilling in its students a high level of academic integrity. Integrity in the classroom is a definite expectation. Students who compromise the integrity of the academic process are subject to disciplinary action by the college.

A violation of academic integrity includes but is not limited to:

- Plagiarism
- Cheating
- Fabrication and Falsification
- Multiple Submission
- Misuse of Academic Materials
- Complicity in Academic Dishonesty

If a student is ever in doubt about the specific guidelines governing individual or group work with respect to a particular course or assignment, be sure to ask the instructor for clarification.

XF Grade

In accordance to the Academic Code of Conduct, an XF grade may be given to:

1. Students who are guilty of academic misconduct on tests or major assignments.
2. Students who knowingly facilitate classmates in academic misconduct on tests or major assignments (will be based upon the decision of the Appeals Committee).
3. Students who commit repeat violations of the Academic Code of Conduct on any class assignments.

The Academic Code of Conduct will be used to define academic misconduct.

If an instructor determines a student should receive an XF grade:

1. The instructor will meet with the student and follow the Academic Code of Conduct to ensure that the student has an initial opportunity to respond.
2. If the instructor still believes the student should receive an XF grade, the instructor will notify the Instructional Office and complete an XF form.
3. The student will then be notified of his/her right to appeal by the Appeals Committee, which will be scheduled as needed.
4. If the student chooses to appeal the X portion of the grade, the Appeals Committee will have the final authority.
5. The student will have the opportunity to remain in the class until the appeal process has been completed. Formal withdrawal from the class will not prevent the student from receiving a grade of XF.
6. A student may not withdraw from a class after receiving a grade of XF.
7. The decision of the Appeals Committee will be the final decision. The student, teacher, and advisor will be notified within 4 business days

To have the first XF grade removed from his/her transcript, the student must perform 20 hours of community service and successfully complete a course on academic honesty by the end of the following semester. The community service will be arranged through A.C.E.S. and will be completed at the discretion of the A.C.E.S. sponsor. The course will be for 1 credit hour at the student's expense with no financial aid or scholarship

assistance. The Instructional Office may keep internal records that show the student received an XF grade that was later converted to an F after completion of the required community service and short course on academic honesty.

If a student receives an XF grade for a second time, that grade will remain on his/her transcript with no opportunity for removal. An XF grade cannot be erased from the Academic Fresh Start program.

Academic Misconduct

First Level Resolution

The original jurisdiction of any case involving academic misconduct shall be with the faculty member whose course the alleged misconduct occurred. If a faculty member suspects a student of an academic misconduct, he/she must inform the student without unnecessary delay of the alleged misconduct and provide the student the opportunity to respond before taking any action. Students suspected of academic misconduct, whether acknowledging involvement or not, shall be allowed to continue the course without prejudice pending disciplinary actions. If the faculty member takes no action within 10 days after informing the student, the allegations shall be considered dismissed.

The faculty member may take one or more of the following actions: alter a grade or assign a grade of "F" in the assignment, examination, or the course and/or recommend an additional sanction up to and including suspension and/or dismissal from the course. The action taken by the faculty member should be reported to their Department Chair/Director and the Instructional Office. The student so affected shall have the right of appeal through the Vice President of Academic and Student Affairs.

Second Level Resolution

Multiple offenses to academic misconduct WILL result in administrative withdrawal from the institution. The student so affected shall have the right of appeal through the Vice President of Academic and Student Affairs.

(Institutional Policies: Student Affairs Council: Series 400.00: 402.00 Academic Code Of Conduct)

Disability Services Program:

Cowley College, in recognition of state and federal laws, will accommodate a student with a documented disability. If you have a disability which may impact your work in this class and for which you require accommodations, please contact Mark A. Richardson, the Disability Services Coordinator, located in the Nelson Student Center Room 203 in order for arrangements of needed accommodations. Phone number: Main Campus – 620-441-5557 or North Campuses – 316-554-2724.

E-mail: richardson@cowley.edu

Grade Change/Appeal:

If a student is dissatisfied with a course grade issued by an instructor and believes the grade issued is incorrect, the student may use the following appeal procedures:

- The student shall, within one academic semester following issuance of the grade, confer with the instructor and outline the reason(s) the student feels the grade is incorrect.
- The instructor shall advise the student of the grade change-if applicable.
- If the student is not satisfied with the results of the conference, he/she may request a Student Grade Appeal Form in the office of the Vice President of Academic and Student Affairs or the

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Dean of North Campuses. A review conference shall be held within the semester that the appeal is filed. The Vice President of Academic and Student Affairs, or their designee, the instructor who issued the grade, the Chairperson of the department or the Instructional Director involved or their designee will comprise the committee. The Vice President of Academic and Student Affairs will issue a decision and notify the student in writing within ten (10) days following the review. This decision is final.

(Institutional Policies: Academic Affairs Council: Series 200.00: 263.00 Student Appeal of Course Grade)

Student Code of Conduct:

Students attending Cowley College are expected to conduct themselves as responsible individuals at all times while on campus. Acts of incivility or other behavior which interferes with or detracts from the learning-centered environment are not acceptable. In addition, student actions which violate school policies or local, state, or federal laws are not tolerated and may result in dismissal from the college or other disciplinary action.

- Intoxicating Beverages and/or Illegal Drugs: No alcoholic or cereal malt beverages and/or illegal drugs shall be allowed on the campus or at school-sponsored functions.
- Tobacco: Smoking is not permitted in College facilities. This includes smokeless tobacco products.
- Dress and Appearance: Students are expected to be clean and dress within the limits of general trends of dress at this college. Additionally, dress must be in accordance with all laws pertaining to health, sanitation, and insurance.
- Classroom Expectations: Students are expected to behave in a civil and professional manner in the classroom. Instructors shall not permit the continued presence of disruptive behavior in class.
- Visitors and Children: Only students who are enrolled in classes are allowed to attend. Children and visitors must have prior approval from administration to attend class sessions. While on campus children and visitors must adhere to all school policies. All children under the age of 16 must be under direct supervision of a parent or guardian while on campus.
- Destruction of Property and/or Theft: Students are expected to respect the rights and property of other students, faculty, staff, etc.
- Student Identification Cards: All enrolled students at Cowley College are required to obtain a student ID card. Students must carry their current ID card with them at all times on campus.
- Electronic Devices: Cellular phones, pagers and other electronic devices shall not be used in a manner that causes disruption in the classroom, library or within any college-owned or college-operated facilities. This includes abuse of cellular devices with photographic capability. Utilizing these devices for the purposes of photographing test questions or other forms of academic misconduct or illegal activity is prohibited, as is photographing individuals in secured areas such as lavatories or locker rooms. Taking photographs of any individuals against their will is strictly prohibited.

(Institutional Policies: Student Affairs Council: Series 400.00: 403.00 Student Code Of Conduct)

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