

SCH-MGMT 697BB
Leadership & Organizational Behavior
Fall 2012

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Course Description: Leadership & Organizational Behavior

This course will provide an overview of different perspectives and approaches to leadership practice and related organizational behavior topics. It will rely on a participative multi-learning approach including “lecturettes,” experiential exercises, videos, discussion, cases, and a self-leadership development project. A distinctive theme of the course will be to go beyond traditional leadership practices to examine empowering leadership approaches (e.g., self-leadership, shared leadership and SuperLeadership) to address contemporary organizational behavior challenges such as leading teams. The overall objective of the course is to increase students’ understanding of and ability to apply contemporary leadership and organizational behavior knowledge in work situations.

Texts:

Stephen P. Robbins and Timothy A. Judge, Essentials of Organizational Behavior (11th Ed.) UMass ISOM MBA Custom Edition, Pearson Prentice-Hall, 2012.

Christopher P. Neck and Charles C. Manz, Mastering Self-Leadership: Empowering Yourself For Personal Excellence (6th Ed.), Pearson, 2013.

Learning Methods:

This course will rely on a variety of learning methods and will especially emphasize a cooperative learning format. Student led discussions and presentations will be combined with instructor facilitated learning experiences and lecturettes. Some specific methods include:

Lecturettes
Reading assignments
Class discussion
Interactive Exercises
Cases
Videos
"Leadership in Action"
Self-Leadership Development Project
Individual & Team Exam

Evaluation:

Self-Leadership Development Project	30%
Participation	30%
Exam	40% (30% individual, 10% team)

The Exam will cover material from all learning methods (lectures, readings, discussions, exercises, cases, videos, etc.). It will be based on a "multiple method" format: combining objective, short answer, and essay questions. The exam will be taken partly as an individual and in teams.

Class Participation:

Is strongly encouraged in this course and will account for 30% of the course grade. Participation includes "Leadership in Action" presentation/discussion leadership for a specific course topic, and individual attendance and participation in all class activities and discussions.

Self-Leadership Project:

Students will be asked to complete a self-leadership development project and write a short paper (maximum of 3 double-spaced pages, 12 point font) summarizing their results. Additional supporting appendices can be attached to the back of the paper such as charts or graphs that display project results. A one page summary appendix of the individual interview is usually helpful. Briefly, the project will involve application of self-leadership strategies and related course concepts to constructively affect your own behavior, thinking, emotion, and/or physiology in a desirable way.

More specifically, the project will involve selection by the student of a personal challenge area (stress management, time management, fitness, development of a new skill, etc.) in work or life. The student will then read or study at least two outside references (books, articles, educational CDs, etc.) related to this challenge area. In addition, an individual who the student believes is especially effective in this area or in some other way is expected to be a good learning source will be identified. The student is asked to interview (talk with) this individual regarding their philosophy, style, suggestions, etc. regarding this topic. Then the student is to apply the new insights and knowledge gained from these sources to develop and implement a plan to positively self-lead her/himself in a desirable way.

The final summary paper should identify your project objective (e.g., what behavior(s) you attempted to change), the plan and method/strategies you used for attempting the change, the results, and your interpretation of your project (e.g., what did you learn?). Your outside learning references and interview data should be identified (e.g., in a bibliography) and used to help interpret your project and to write your paper. Your final project is due October 11. A project proposal of a maximum of one double-spaced page summarizing your project objective and plan is due September 14.

As part of the learning process for the project students will prepare a double-spaced one-page Shared Leadership Statement and attach it to the end of their project paper.

Student Teams & Shared Leadership Team Statement: An important part of effective self-leadership concerns working well with others. Course participants will be divided into teams of approximately three or four members. These teams will serve as a support group (a point of initial contact if information about the course is needed, etc.), will make a short "Leadership in Action" presentation, and will take the team portion of the course exam together. Each team member will write a

short one-page shared leadership statement that comments on insights gained from the team’s discussions and interactions, especially concerning the potential for team members to work together and effectively share influence. For example, the statement could reflect on any special shared leadership opportunities or challenges the team could face and insights about how the team might make adjustments to work together more effectively if it were to continue as an ongoing team. The one-page shared leadership statement should be attached to the end of the self-leadership project paper.

<u>DATE</u>	<u>TOPIC</u>	<u>READING</u>
September 6 (Thurs*) 1:00-4:00	Overview and Introduction	Org. Behavior** 1 Mastering Self-Leadership, 1
September 13 (Thurs) 1:00-4:00	Leadership Archetypes: The “Strongman”, “Transactor”, “Visionary Hero”, and “SuperLeader” Motivation	Org. Behavior, 11 Org. Behavior, 6
September 14(Fri*) 9:00-Noon	Motivation Cont. & Learning (Behavioral learning) INDIVIDUAL LEADERSHIP DEVELOPMENT PROJECT PROPOSAL DUE	Org. Behavior, 6 Mastering Self-Leadership, 1-3
September 20 (Thurs.) 1:00-4:00	Learning Cont. (Vicarious Learning/Modeling)	Mastering Self-Leadership, 4-6
September 21 (Fri) 9:00-Noon	Self-Leadership	Mastering Self-Leadership (ALL)
September 27 (Thurs) 1:00-4:00	Emotion and Self-Leadership Perception & Leadership	Org. Behavior, 3 Mastering Self-Leadership, 4, 11 Org. Behavior, 5
September 28 (Fri) 9:00-Noon	Teams, Empowerment & Leadership Shared Leadership	Org. Behavior, 8, 9 Mastering Self-Leadership, 7 Mastering Self-Leadership, pgs. 95-97
October 4 (Thurs) 1:00-4:00	Values, Culture & Change	Org. Behavior, 16 Mastering Self-Leadership 4 & pgs. 25-31; 154-157
October 5 (Fri) 9:00-Noon	Leading Knowledge Workers Succeeding Through Failure	Mastering Self-Leadership 12; pgs. 86-88
October 11 (Thurs) 1:00-4:00	SuperLeadership: Leading Self-Leaders Course Review and Conclusion SELF-LEADERSHIP PROJECT PAPER DUE	Org. Behavior, 11 Mastering Self-Leadership 11, 12
October 15 (Mon) 1:00-4:00	EXAM (Individual & Team)	

* Class meeting times: Thursdays 1:00-4:00; Fridays 9:00-Noon (& Exam on Monday 10/15 1:00-4:00)

** Org. Behavior = Essentials of Organizational Behavior (11th ed.) ISOM MBA customized version