

SCH-MGMT 680-03 Leadership and Organizational Behavior

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Office Hours	By appointment via virtual office		

Description:

The purpose of this course is to provide students with a broad knowledge of leadership and organizational behavior. Students will examine a range of topics including but not limited to leadership, decision making, and inclusion. Upon completion of this course, students should understand leadership and organizational behavior issues plaguing the current workplace and be able to develop solutions and strategies to appropriately address and remedy these workplace issues.

Goals:

- Link scholarly research to practical application and suggest appropriate solutions for practical case studies in leadership and organizational behavior.
- Understand the weaknesses and strengths of one's own leadership style and emotional intelligence.
- Identify, analyze, and critically assess the leadership style of others, in relation to employee and organizational needs, and leading teams.
- Recognize and develop techniques for managing diversity and inclusion issues that impact the workplace and affect how organizations function.
- Understand, analyze, and develop techniques for leading organizational change.
- Understand how to use levers of motivation, when leading in an organization.
- Identify threats to satisfaction and commitment, while developing strategy for increased retention.

Required and/or optional material:

Course readings will be assigned throughout the course and made available on Blackboard Learn, email, or the Harvard Business School Publishing website for purchase.

Required: Blackboard Learn <https://uma.umassonline.net>

Required: HBSP <https://hbsp.harvard.edu/import/711226>

Requirements:

Read course materials, participate in discussions, and submit assignments on-time. Late assignments will not be accepted.

Resources:

HBSP Website; Blackboard Learn

Grading:

	B+ 88-89 points	C+ 78-79 points	D+ 67-69 points
A 93-100 points	B 83-87 points	C 73-77 points	D 60-66 points
A- 90-92 points	B- 80-82 points	C- 70-72 points	F <60 points

Assignments and Evaluation:

Discussion Responses 5 (10% each)	50% of final grade
Assessment of Personal Leadership Style	10% of final grade
Organizational Culture Synthesis	15% of final grade
Team Everest V3 Simulation	5% of final grade
Team Assessment of Organization	20% of final grade

Assignment Description:**Discussion Responses (400-700 words)**

The quality of this course is highly correlated to the reliability and consistency of student engagement in our Discussions. Students must keep up with the reading to be an active and involved participant. Your initial response should specifically answer or address the topic of discussion directly. As the discussion develops, responses should focus on other students' responses to challenge or extend those thoughts (after your initial response of, no more than 700 words, to the discussion assignment, additional participation in class-wide discussion is voluntary). Please limit your responses with regard to length and attempt to adhere to the 400-700 words per discussion response, directive. The grading rubric for discussion responses is available once you click on the "Discussion" link.

Assessment of Personal Leadership Style

The student will need to identify and analyze their own personal leadership style. The grading rubric for this assessment is available once you click on the "Assessment of Personal Leadership Style" link.

Organizational Culture Synthesis

The student will need to use both content from the readings, as well as lululemon case study, to synthesize a response to questions related to organizational culture and in reference to lululemon. The grading rubric for this assessment is available once you click on the "Organizational Culture Synthesis" link.

Team Everest V3 Simulation

The student will complete one simulation as a team on leadership and team work. This simulation must be purchased on HBSP website and completed by the date listed on the course schedule. The grading rubric for this simulation is available once you click on the "Team Everest V3 Simulation" link.

Team Assessment of Organization

Each Team will complete an assessment of an organization from a movie, using concepts from this course. The main goal of this assessment is to demonstrate a comprehensive command of knowledge from this course and the ability to synthesize and apply strategies for organizational management and leadership. The

team's role is that of a consultant, working with a board of directors to reshape an organization for success. The grading rubric for this simulation is available once you click on the "Team Assessment of Organization" link.

Course Policies and Procedures:

Students are required to introduce themselves during the first week of class. Include your name, where you are located, professional experience, academic background, what you would like to gain from this course, interests, and any other information you would like to share.

All assignments are due by 11:59pm EST on the final Sunday of each section. See course schedule for specific deadlines.

Please do not hesitate to contact me. I monitor my email regularly and will do my best to respond within 24 hours. Please use the following email nwalker@isenberg.umass.edu or my Zoom.us web-based office <https://umass-amherst.zoom.us/my/nwalker>.

Academic Honesty Policy:

The Academic Honesty Policy was established to ensure that the learning environment at the university is honest and fair. Students are expected to uphold the academic honesty policy at all times. To learn more about the UMass Amherst academic honesty policy visit <http://www.umass.edu/honesty/>.

Rights and Responsibilities of People with Disabilities:

People with disabilities at the university have the right to: equal access to courses, programs, services, jobs, activities, and facilities offered through the university; an equal opportunity to work and to learn, and to receive reasonable accommodations; appropriate confidentiality of all information regarding their disability and to choose to whom, outside the university, information about their disability will be disclosed, except as disclosures are required or permitted by law; information, reasonably available in accessible formats. People with disabilities at the university have the responsibility to: meet qualifications and maintain essential institutional standards for courses, programs, services, jobs, activities, and facilities; identify as an individual with a disability when an accommodation is needed and to seek information, advice, and assistance as necessary; demonstrate and/or document (from an appropriate professional) how the disability limits their participation in courses, programs, services, jobs, activities, and facilities; follow published procedures for obtaining reasonable accommodations. The full statement is available at Disability Services <http://www.umass.edu/disability/>.

Technical Assistance:

If you are having any technical problems with the course website, contact the phone number provided 24 hours a day, 7 days a week: UMass online help desk 1-855-757-7055 (24-hours).

Course Schedule:

*Dates	Topic	**Assignment Due Dates
1- May 18 – May 31	Introduction Topic 1- Leadership and Emotional Intelligence	→ Discussion 1 Due May 31 by 11:59pm → Assessment of Personal Leadership Style Due May 31 by 11:59pm
2- June 1 – June 14	Topic 2 - Organizational Culture	→ Discussion 2 Due June 14 by 11:59pm → Organizational Culture Synthesis: lululemon Case Study Due June 14 by 11:59pm
3- June 15 – June 28	Topic 3- Leading Teams	→ Discussion 3 Due June 28 by 11:59pm → Team Everest V3 Simulation must be complete by 11:59pm on June 28
4- June 29 – July 12	Topic 4- Leading Organizational Change Topic 5 – Diversity and Inclusion	→ Discussion 4 Due July 12 by 11:59pm → Discussion 5 Due July 12 by 11:59pm
5- July 13 – July 26	Topic 6- Motivation, Happiness, and Employee Retention	→ Discussion 6 Due July 26 by 11:59pm → Organizational Assessment due July 26 by 11:59pm

*Course schedule subject to change at instructor’s discretion. Changes will be communicated via Blackboard Learn and/or email.

**All Assignment descriptions and due dates will be available by clicking on the Assignment link on the Blackboard Learn homepage for this course. The corresponding readings for each assignment are on HBSP and Blackboard Learn under the Course Content link.