



ARIZONA STATE UNIVERSITY
GENERAL STUDIES COURSE PROPOSAL COVER FORM

Course information:

Copy and paste current course information from Class Search/Course Catalog.

Academic Unit School of Letters and Sciences Department Interdisciplinary and Liberal Studies

Subject OGL Number 200 Title Introduction to Organizational Leadership Units: 3

Is this a cross-listed course? (Choose one)
If yes, please identify course(s) no

Is this a shared course? (choose one) If so, list all academic units offering this course no

Course description:

Requested designation: (Choose One)

Note- a separate proposal is required for each designation requested

Eligibility:

Permanent numbered courses must have completed the university's review and approval process.
For the rules governing approval of omnibus courses, contact the General Studies Program Office at (480) 965-0739.

Area(s) proposed course will serve:

A single course may be proposed for more than one core or awareness area. A course may satisfy a core area requirement and more than one awareness area requirements concurrently, but may not satisfy requirements in two core areas simultaneously, even if approved for those areas. With departmental consent, an approved General Studies course may be counted toward both the General Studies requirement and the major program of study.

Checklists for general studies designations:

Complete and attach the appropriate checklist

- Literacy and Critical Inquiry core courses (L)
- Mathematics core courses (MA)
- Computer/statistics/quantitative applications core courses (CS)
- Humanities, Fine Arts and Design core courses (HU)
- Social and Behavioral Sciences core courses (SB)
- Natural Sciences core courses (SQ/SG)
- Global Awareness courses (G)
- Historical Awareness courses (H)
- Cultural Diversity in the United States courses (C)

A complete proposal should include:

- Signed General Studies Program Course Proposal Cover Form
- Criteria Checklist for the area
- Course Syllabus
- Table of Contents from the textbook, and/or lists of course materials

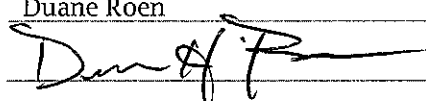
Contact information:

Name Dr. Duane Roen Phone 480-727-6513

Mail code 1901 E-mail: duane.roen@asu.edu

Department Chair/Director approval: (Required)

Chair/Director name (Typed): Duane Roen Date: 3/26/13

Chair/Director (Signature): 

**Arizona State University Criteria Checklist for
SOCIAL AND BEHAVIORAL SCIENCES [SB]**

Rationale and Objectives

The importance of the social and behavioral sciences is evident in both the increasing number of scientific inquiries into human behavior and the amount of attention paid to those inquiries. In both private and public sectors people rely on social scientific findings to assess the social consequences of large-scale economic, technological, scientific, and cultural changes.

Social scientists' observations about human behavior and their unique perspectives on human events make an important contribution to civic dialogue. Today, those insights are particularly crucial due to the growing economic and political interdependence among nations.

Courses proposed for General Studies designation in the Social and Behavioral Sciences area must demonstrate emphases on: (1) social scientific theories and principles, (2) the methods used to acquire knowledge about cultural or social events and processes, and (3) the impact of social scientific understanding on the world.

Proposer: Please complete the following section and attach appropriate documentation.

ASU--[SB] CRITERIA					
A SOCIAL AND BEHAVIORAL SCIENCE [SB] course should meet all of the following criteria. If not, a rationale for exclusion should be provided.					
YES	NO		Identify Documentation Submitted		
<input checked="" type="checkbox"/>	<input type="checkbox"/>	1. Course is designed to advance basic understanding and knowledge about human interaction.	The goal of this leadership course is to help students +		
<input checked="" type="checkbox"/>	<input type="checkbox"/>	2. Course content emphasizes the study of social behavior such as that found in: <table border="0" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> • ANTHROPOLOGY • ECONOMICS • CULTURAL GEOGRAPHY • HISTORY </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> • LINGUISTICS • POLITICAL SCIENCE • SOCIAL PSYCHOLOGY • SOCIOLOGY </td> </tr> </table>	<ul style="list-style-type: none"> • ANTHROPOLOGY • ECONOMICS • CULTURAL GEOGRAPHY • HISTORY 	<ul style="list-style-type: none"> • LINGUISTICS • POLITICAL SCIENCE • SOCIAL PSYCHOLOGY • SOCIOLOGY 	Course critically analyzes social behavior found in organizational settings +
<ul style="list-style-type: none"> • ANTHROPOLOGY • ECONOMICS • CULTURAL GEOGRAPHY • HISTORY 	<ul style="list-style-type: none"> • LINGUISTICS • POLITICAL SCIENCE • SOCIAL PSYCHOLOGY • SOCIOLOGY 				
<input checked="" type="checkbox"/>	<input type="checkbox"/>	3. Course emphasizes: a. the distinct knowledge base of the social and behavioral sciences (e.g., sociological anthropological). OR b. the distinct methods of inquiry of the social and behavioral sciences (e.g., ethnography, historical analysis).	a. Course draws upon social and behavioral sciences including social psychology and organizational behavior.		
<input checked="" type="checkbox"/>	<input type="checkbox"/>	4. Course illustrates use of social and behavioral science perspectives and data.	Course emphasizes leadership based social and behaviora+		
		THE FOLLOWING TYPES OF COURSES ARE EXCLUDED FROM THE [SB] AREA EVEN THOUGH THEY MIGHT GIVE SOME CONSIDERATION TO SOCIAL AND BEHAVIORAL SCIENCE CONCERNS:			
		• Courses with primarily fine arts, humanities, literary, or philosophical content.			
		• Courses with primarily natural or physical science content.			
		• Courses with predominantly applied orientation for professional skills or training purposes.			
		• Courses emphasizing primarily oral, quantitative, or written skills.			

Course Syllabus

Course Information

[Print the complete syllabus](#)

Course Number: OGL 200

Course Title: Introduction to Organizational Leadership

Credits: 3

Prerequisites: None

Faculty:

Name: Dr. Jessica Hirshorn

Office: School of Letters & Sciences

Phone: (480)727-7337

Email address: jessica.hirshorn@asu.edu

Skype address: Jessica.hirshorn

Office hours: Tuesday and Thursday 9:00-11:30, Evening hours by appointment by phone or Skype

Catalog Description

OGL 200: Intro to Organizational Leadership presents a broad survey of leadership theory and research as currently practiced in formal organizations. Includes examination of leadership models, power and influence, team leadership, cross-cultural leadership, strategic styles of interaction, ethics, leadership skill development, decision-making techniques and effective goal implementation.

Comment [JH1]: SB-1, SB-2, SB-3, SB-4

Course Overview

The course focus is leadership in organizations with emphasis on effectiveness and improved leadership skills. It will present a broad survey of theory, research, and the practice of leadership in formal organizations. The course material covers concepts relative to personal leadership abilities, managing the leadership of others, and managing leadership in systems.

Comment [JH2]: SB-1, SB-2, SB-3, SB-4

Module 1: The Nature of Leadership and Managerial Work

Module 2: Effective Leadership Behavior, Organizational Change and Innovation

Module 3: Leadership Traits, Skills and Empowerment

Module 4: Leadership Theory , Power and Influence

Module 5: Dyadic Relations, Team Leadership

Module 6: Leadership Types & Leadership Skills

Module 7: Intercultural Leadership & Wrap-up

Learning Outcomes

At the completion of this course, students will be able to:

- Recognize the concept of leadership and the difference between management and leadership activities.
- Identify the different indicators of leadership effectiveness.
- Recognize the activities that impact leadership actions and activities.
- Evaluate the student's own personal leadership characteristics.

Comment [JH3]: SB-1, SB-2, SB-3, SB-4

Topics, Schedule, & Grading	Module	Date	Topic	Activities	Points
	1	8/22- 8/28	The Nature of Leadership and Managerial Work	Sunday: <u>Post Introduction</u> <u>Read Chapters 1 & 2</u> <u>Take Quiz 1</u> Wednesday: <u>Subscribe to the NYT Manger's Workshop Pre- Workshop</u> <u>Paper 1</u> Enrichment: <u>Watch Video Lecture</u>	35 40 70
	2	8/29- 9/4	Effective Leadership Behavior, Organizational Change and Innovation	Sunday: <u>Read Chapters 3 & 4</u> <u>Take Quiz 2</u> <u>NYT Discussion</u> <u>Forum (Initial Post by Sunday, Peer Response by Wednesday)</u> Wednesday <u>Manger's Workshop- Buff</u> <u>Paper 2</u> Enrichment: <u>Watch Video Lecture</u>	40 35 70

Comment [JH4]: SB-1, SB-2, SB-3, SB-4

Comment [JH5]: SB-1, SB-2, SB-3, SB-4

Comment [JH7]: SB-1, SB-2, SB-3, SB-4

Comment [JH6]: SB-1, SB-2, SB-3, SB-4

Comment [JH8]: SB-1, SB-2, SB-3, SB-4

Comment [JH9]: SB-1, SB-2, SB-3, SB-4

3	9/5-9/11	Leadership Traits, Skills and Empowerment	<p>Sunday: Read Chapters 5 & 6 Take Quiz 3 NYT Discussion Forum (Initial Post by Sunday, Peer Response by Wednesday)</p> <p>Wednesday Manger's Workshop- Jim Paper 3</p> <p>Enrichment: Watch Video Lecture</p>	<p>40</p> <p>3</p> <p>7</p>	<p>Comment [JH10]: SB-1, SB-2, SB-3, SB-4</p> <p>Comment [JH11]: SB-1, SB-2, SB-3, SB-4</p> <p>Comment [JH12]: SB-1, SB-2, SB-3, SB-4</p> <p>Comment [JH13]: SB-1, SB-2, SB-3, SB-4</p>
4	9/12-9/18	Leadership Theory, Power and Influence	<p>Sunday: Read Chapters 7 & 8 Take Quiz 4 NYT Discussion Forum (Initial Post By Sunday, Peer Response by Wednesday)</p> <p>Wednesday Manger's Workshop- John Paper 4</p> <p>Enrichment: Watch Video Lecture</p>	<p>40</p> <p>3</p> <p>70</p>	<p>Comment [JH14]: SB-1, SB-2, SB-3, SB-4</p> <p>Comment [JH15]: SB-1, SB-2, SB-3, SB-4</p> <p>Comment [JH16]: SB-1, SB-2, SB-3, SB-4</p> <p>Comment [JH17]: SB-1, SB-2, SB-3, SB-4</p>

5	9/19-9/25	Dyadic Relations & Team Leadership	<p>Sunday: Read Chapters 9 & 10 Take Quiz 5 NYT Discussion Forum (Initial Post By Sunday, Peer Response By Wednesday)</p> <p>Wednesday: Manger's Workshop- Lisa Paper 5</p> <p>Enrichment: Watch Video Lecture</p>	<p>40 35 70</p>	<p>Comment [JH18]: SB-1, SB-2, SB-3, SB-4</p> <p>Comment [JH19]: SB-1, SB-2, SB-3, SB-4</p> <p>Comment [JH20]: SB-1, SB-2, SB-3, SB-4</p> <p>Comment [JH21]: SB-1, SB-2, SB-3, SB-4</p>
6	9/26-10/2	Leadership Types, Skills and Ethics	<p>Sunday: Read Chapters 11, 12 & 13 Take Quiz 6 NYT Discussion Forum (Initial Post By Sunday, Peer Response by Wednesday)</p> <p>Wednesday Manger's Workshop- Wilson Paper 6</p> <p>Enrichment:</p>	<p>60 35 70</p>	<p>Comment [JH22]: SB-1, SB-2, SB-3, SB-4</p> <p>Comment [JH23]: SB-1, SB-2, SB-3, SB-4</p> <p>Comment [JH24]: SB-1, SB-2, SB-3, SB-4</p> <p>Comment [JH25]: SB-1, SB-2, SB-3, SB-4</p>

			Play Quandary	
7	10/3-10/11	Intercultural Leadership & Course Wrap-up	Sunday: Read Chapters 14 & 15 Take Quiz 7	40
	Friday		Friday: Manager's Workshop: Post Assessments Paper 7	70
			Extra Credit Course Evaluation	30
			Enrichment Watch Video	

Comment [JH26]: SB-1, SB-2, SB-3, SB-4

Comment [JH27]: SB-1, SB-2, SB-3, SB-4

Comment [JH28]: SB-1, SB-2, SB-3, SB-4

Description of Assignments

Readings and Quizzes: Each week you will be assigned chapters in the Yukl textbook to read. Your comprehension of the material will be evaluated through weekly quizzes. For each chapter of the book there are five multiple choice quiz questions. If the weekly assignment is to read two chapters that week's quiz will consist of ten multiple choice questions.

Comment [JH29]: SB-1, SB-2, SB-3, SB-4

New York Times Discussions: After subscribing to the New York Times Leadership Forum you will be emailed daily leadership articles. Each of these articles has accompanying questions which challenge you to think critically about current issues in leadership. Each week you are to choose an article to read and answer the questions. You are to then

post the name of your article along with the answers to your discussion questions on to the module's NYT Contemporary Issues in Leadership Discussion Forum. Then respond to three of your peer's posts.

Comment [JH30]: SB-1, SB-2, SB-3, SB-4

Manager's Workshop: The Manager's Workshop is designed to enhance student understanding of motivation theories and how they can be applied to manage "real world" employee performance problems. It does so by providing a highly interactive simulation that places students in the role of a manager who must make a series of decisions about how to handle very different types of performance issues across a group of five sales people. This type of learning experience enables students to think and act like managers and to appreciate the practical value of motivation theories at a higher level of mastery.

Each week you will be assigned a different employee to lead and motivate. First you are to examine the employees personnel file by researching their resume, sales, and self assessment, then use the phone to communicate with the employee and make decisions based on the skills that you have learned. Lastly, in part 2 of the weekly papers you are to write about and reflect upon your decision making process.

Comment [JH31]: SB-1, SB-2, SB-3, SB-4

Here is a brief description of each of the features found in the Manager's Workshop:

Telephone—allows you to interact with your five employees exhibiting performance problems—point at the phone and click on the name of an employee

Introduction—a brief introduction to the MW from the developer of the program

Theory Videos—brief discussions of important perspectives for managing motivation effectively

Cases—examples of ways real organizations have applied motivational concepts effectively

Mastery Tests—an assessment of your mastery of motivation concepts including tutorial assistance when you need it

OMEGA—an orientation to your new company and your new job

MW Help—a brief overview of the Manager’s Workshop and description of its features

Credits—recognition of the people who contributed to the development of the MW

Decision History—a record of every management decision you make and the consequences of your decisions

Personnel—the personnel records for your five employees exhibiting performance problems, including resumes, sales records, self-assessment results, miscellaneous comments from a prior manager, and your decision history for each employee

Satisfaction Assessment—measures eight aspects of your job satisfaction

Motivation Style Assessment—measures three aspects of your motivational style

Weekly Papers: Each week you will be required to complete a weekly paper. Papers will require the gathering, interpretation and evaluation of evidence. In Part 1 of the papers you are required to apply textbook learning through case studies or other exercises that require the use of critical thinking skills. Part 2 requires you to reflect upon your decision making process in the Manager’s Workshop. Papers should be double space, in 12 point font and 2-4 pages in length.

Comment [JH32]: SB-1, SB-2, SB-3, SB-4

Grading

Grade	Percentage	Points Range
A	90 – 100%	1000-900
B	80 – 89%	899-800
C	70 – 79%	799-700
D	60 – 69%	699-600
E/F	Below 60%	599 and below

Grading Procedure

Grades will not be rounded. Late assignments will be penalized 10% for each module due date that they are late.

Textbooks Used:

ks

The textbook and Manager's Workshop simulation are available online as part of the course shell. You will need to obtain a subscription to the New York Times.

Textbook:

Yukl, Gary (2013). Leadership in Organizations, 8th Ed., Pearson Publishing. ISBN-10:0132771861

Lectures based upon © Pearson Content

Online Simulation:

Dunham, Randall (2004). Manager's Workshop 3.0, 3 Ed., Upper Saddle River, NJ, Prentice Hall Publishing. ISBN-10:0131409778

New York Times:

New York Times Leadership Forum. Subscribe

at: www.nytimes.com/educationrate Access Daily Leadership Articles

at: www.nytimesinleadership.com

**Course
Policies
&
Procedures**

Communicating With the Instructor

This course uses a discussion board called "Cyber Cafe" for general questions about the course. Prior to posting a question, please check the syllabus, announcements, and existing posts. If you do not find an answer, post your question. You are encouraged to respond to the questions of your classmates.

Email questions of a personal nature to your instructor. You can expect a response within 48 hours.

Online Course

This is an online course. There are no face-to-face meetings.

Email and Internet

ASU email is an official means of communication among students, faculty, and staff. Students are expected to read and act upon email in a timely fashion. Students bear the responsibility of missed messages and should check their ASU-assigned email regularly.

All instructor correspondence will be sent to your ASU email account.

Course Time Commitment

This three-credit course requires approximately 135 hours of work. Please expect to spend around 18 hours each week preparing for and actively participating in this course.

Late or Missed Assignments

Notify the instructor **BEFORE** an assignment is due if an urgent situation arises and the assignment will not be submitted on time. Published assignment due dates (Arizona Mountain Standard time) are firm. Please follow the appropriate University policies to request an accommodation for religious practices or to accommodate a missed assignment due to University-sanctioned activities. Late assignments will be penalized 10% for each module due date that they are late.

Submitting Assignments

All assignments, unless otherwise announced, **MUST** be submitted to the designated area of LearningStudio. Do not submit an assignment via email.

Drop and Add Dates/Withdrawals

This course adheres to a compressed schedule and may be part of a sequenced program, therefore, there is a limited timeline to drop or add the course. Consult with your advisor and notify your instructor to add or drop this course. If you are considering a withdrawal, review the following ASU policies: Withdrawal from Classes, Medical/Compassionate Withdrawal, and a Grade of Incomplete.

Grade Appeals

Grade disputes must first be addressed by discussing the situation with the instructor. If the dispute is not resolved with the instructor, the student may appeal to the department chair per the University Policy for Student Appeal Procedures on Grades.

Student Conduct and Academic Integrity

ASU expects and requires its students to act with honesty, integrity, and respect. Required behavior standards are listed in the Student Code of Conduct and Student Disciplinary Procedures, Computer, Internet, and Electronic Communications policy, ASU Student Academic Integrity Policy, and outlined by the Office of Student Rights & Responsibilities. Anyone in violation of these policies is subject to sanctions.

Students are entitled to receive instruction free from interference by other members of the class. An instructor may withdraw a student from the course when the student's behavior disrupts the educational process per Instructor Withdrawal of a Student for Disruptive Classroom Behavior.

Appropriate online behavior (also known as *netiquette*) is defined by the instructor and includes keeping course discussion posts focused on the assigned topics. Students must maintain a cordial atmosphere and use tact in expressing differences of opinion. Inappropriate discussion board posts may be deleted by the instructor.

The Office of Student Rights and Responsibilities accepts incident

reports from students, faculty, staff, or other persons who believe that a student or a student organization may have violated the Student Code of Conduct.

Prohibition of Commercial Note Taking Services

In accordance with ACD 304-06 Commercial Note Taking Services, written permission must be secured from the official instructor of the class in order to sell the instructor's oral communication in the form of notes. Notes must have the notetaker's name as well as the instructor's name, the course number, and the date.

Course Evaluation

Students are expected to complete the course evaluation. The feedback provides valuable information to the instructor and the college and is used to improve student learning. Students are notified when the online evaluation form is available.

Syllabus Disclaimer

The syllabus is a statement of intent and serves as an implicit agreement between the instructor and the student. Every effort will be made to avoid changing the course schedule but the possibility exists that unforeseen events will make syllabus changes necessary. Please remember to check your ASU email and the course site often.

Accessibility Statement

In compliance with the Rehabilitation Act of 1973, Section 504,

and the Americans with Disabilities Act of 1990, professional disability specialists and support staff at the Disability Resource Center (DRC) facilitate a comprehensive range of academic support services and accommodations for qualified students with disabilities.

Qualified students with disabilities may be eligible to receive academic support services and accommodations. Eligibility is based on qualifying disability documentation and assessment of individual need. Students who believe they have a current and essential need for disability accommodations are responsible for requesting accommodations and providing qualifying documentation to the DRC. Every effort is made to provide reasonable accommodations for qualified students with disabilities.

Qualified students who wish to request an accommodation for a disability should contact their campus DRC.

Tempe Campus

<http://www.asu.edu/studentaffairs/ed/drc/>

480-965-1234 (Voice)

480-965-9000 (TTY)

Polytechnic Campus

<http://www.asu.edu/studentaffairs/ed/drc/>

480-727-1165 (Voice)

480-727-1009 (TTY)

West Campus

<http://www.west.asu.edu/drc/>

University Center Building
(UCB), Room 130

**Downtown Phoenix Campus
and ASU Online**

<http://campus.asu.edu/downtown/DRC>

602-543-8145 (Voice)

University Center Building,
Suite 160

602-496-4321 (Voice)

602-496-0378 (TTY)

Technical Computer Requirements

I

Requirements & Support

This course requires a computer with Internet access and the following:

- A web browser (Chrome, Internet Explorer, Mozilla Firefox, or Safari)
- Adobe Acrobat Reader (free)
- Adobe Flash Player (free)
- Microphone (optional) and speaker

Technical Support

This course uses LearningStudio to deliver content. It can be accessed through MyASU at <http://my.asu.edu> or the LearningStudio home page at <http://ecollege.asu.edu>.

To monitor the status of campus networks and services, visit the System Health Portal at <http://syshealth.asu.edu/>.

To contact the help desk you have two options:

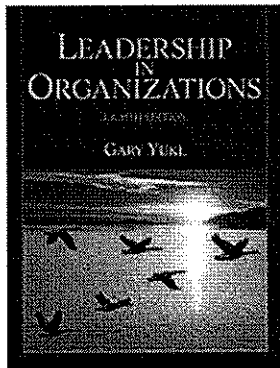
- chat/email: <http://247support.custhelp.com/>
 - call toll-free at 1-855-278-5080, option 5, then option 3
-

**Student
Success**

Tip for being Successful:

- check the course daily
- read announcements
- read your personalized feedback in the gradebook
- read and respond to course email messages as needed
- complete assignments by the due dates specified
- create a study and/or assignment schedule to stay on track

Yukl, G. (2013). Leadership in Organizations (8th ed). Prentice Hall.



[View larger cover](#)

Leadership in Organizations, 8th Edition

By Gary A. Yukl

Published by Prentice Hall

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Published Date: Jan 10, 2012

About this title

Description

An exploration of what makes an effective leader.

Leadership in Organizations provides a balance of theory and practice as it surveys the major theories and research on leadership and managerial effectiveness in formal organizations.

The eighth edition includes new examples, citations, and guidelines, and has been enhanced for better clarity and presentation.

Table of Contents

- Chapter 1. Introduction
- Chapter 2. Managerial Work
- Chapter 3. Effective Leadership Behavior
- Chapter 4. Leading Change and Innovation
- Chapter 5. Participative Leadership and Empowerment
- Chapter 6. Leadership Traits and Skills
- Chapter 7. Contingency Theories and Adaptive Leadership
- Chapter 8. Power and Influence Tactics
- Chapter 9. Dyadic Relations and Followers
- Chapter 10. Leadership in Groups and Teams
- Chapter 11. Strategic Leadership in Organizations
- Chapter 12. Charismatic and Transformational Leadership
- Chapter 13. Ethical, Servant, Spiritual, and Authentic Leadership
- Chapter 14. Cross-cultural Leadership and Diversity
- Chapter 15. Developing Leadership Skills
- Chapter 16. Overview and Integration