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Office Hours: We can meet after class, or feel free to email me to schedule an appointment convenient for you.

Class Meeting Times: Mondays, 6:00-10:00 p.m.
Class Location: 109 Lindner Hall

Applications readings and HBR case studies are also required. The HBR case studies will be provided in class. To access the application articles:

1. Go to [www.libraries.uc.edu](http://www.libraries.uc.edu).
2. In the Articles+ search box, type the title of the article in quotations (" "), then click on the search icon.
3. Click on the title of the correct article.
4. Click on “PDF full-text” (in column on the left)

Note: If you are logging in from off campus, you will have to log in via the proxy server. (See instructions on the library’s home page under “Off Campus Access.”)

Course Purpose: This course focuses on concepts and applications related to the leadership of organizations and the individuals within them. We will cover micro-level (e.g., individual) and macro-level (e.g., teams, organizations) issues in the context of leadership. In-class activities and exercises will allow you to develop a better understanding of yourself and others so that you can be more effective in leading, managing, and following in the organizations of which you are a part. Readings and assignments are geared toward developing greater self-awareness, as well as increasing understanding of such topics as personality and emotion, power and influence, motivation, and leadership theories/challenges.
Course Objectives:
- To learn more about yourself and your own assumptions, strengths, and areas for development.
- To understand more about others, including the nature and value of differences in points of view.
- To build a toolkit of concepts so that you can engage in dialogue about leadership and organizations more knowledgeably.
- To refine abilities to read critically, think analytically, speak articulately, and write convincingly.
- To enhance diagnostic skills in identifying, analyzing and reflecting on your own and others’ behavior.
- To improve prescription skills and the ability to actively experiment with possible courses of action.
- To work hard, but also have fun with all of the above!

Course Methods:
This course is intended to blend theory (concepts) and practice (applications) with the intent of learning more about both. To gain a richer understanding of both theory and practice, we will use a variety of methods, including experiential exercises, interactive discussion, role plays, videos, cases and other activities. To fully engage in this course, it is essential that you come to class prepared to jump into the material so that we can make the most of our limited class time.

Blackboard:
A course website has been set up in Blackboard (Canopy) (http://blackboard.uc.edu). Blackboard will be used as a means for making course materials available to you. I will post slides used in class and other course materials. Blackboard will also be used to make announcements. It is important to check Blackboard!!

Grading Weights:
Grades will be assigned based on the following weights:

**Individual**
- Class Contribution (40 pts.)
- Leadership Self-Analysis (40 pts.)
- Concept Quizzes (80 pts.): (5 @ 20 pts. each; 4 highest count)
- L&O Paper I: Individual HBR Case Analysis (50 pts.)
- L&O Paper II: Individual HBR Case Analysis (50 pts.)

**Group**
- Article discussion questions (2/week, weeks 2-6) (10 pts.)
- Group HBR Case Analysis (40 pts.)

(310 pts.) TOTAL POSSIBLE POINTS
Grade for Total Points Earned

B+: 270-278 pts.  C: 226-238 pts.

**GRADED COMPONENTS**

**Individual**

**Class Contribution:** (40 pts.)

It is my expectation that you will be prompt and regularly attend class sessions. Also, class contribution is an important component in this course. You are expected to read the assigned material (including the case(s) each week) and be prepared to discuss the material in class and to participate in in-class activities. Contribution involves active engagement as well as substance (quality and quantity). Excused absences include illness and my limited interpretation of "extenuating circumstances," work-related or otherwise, when I have been notified in advance.

**Concept Quizzes**

(5 @ 20 pts. each; drop lowest)

Each week, there will be a short “concept” quiz over the text reading for the week. The questions will include true-false/multiple-choice questions. Five concept quizzes will be given during Classes 2-6, and I will drop your lowest quiz score. Concepts for the quizzes will be drawn from the “Key Concepts Sheet.”

**Leadership Self-Analysis**

As we’ll discuss on the first day of class, self-knowledge is an important component of leadership. In the first few weeks of the course, you will begin to document a process of knowing yourself and your potential as a leader. You will create a Leadership Self-Analysis, the first individual paper for this course. The requirements for this assignment will be provided on the first day of class and posted under “Course Documents” in Blackboard.

**L&O Paper I & L&O Paper II**

(2 @ 50 pts. each)

You will complete two individual HBR case analyses in this course (L&O Paper I and L&O Paper II). In each paper, you will analyze one of the assigned HBR case studies (see Course Schedule on page 6 of this syllabus). The requirements for this assignment will be provided on the first day of class and posted under “Course Documents” in Blackboard.
Group

Article Discussion Questions (2/week, weeks 2-6)

On the first day of class, you will be assigned to a group. Each week after Week 1, your group will send to me two discussion questions each week, one for each article. Only one member of the group should send me your group’s questions, by Sunday at 5 pm, the day preceding the class when the articles will be discussed. We will use the questions for our discussion of the articles in class.

Group HBR Case Study Overview and Briefing: (40 pts.)

Each group will be responsible for preparing an HBR Case Study Overview and Briefing based on an assigned HBR Case Study (see Course Schedule on page 6 of this syllabus). On the first day of class, each group will sign up for a Group HBR Case Study Overview and Briefing date. Your group will prepare a HBR Case Study Overview (four slides) and a one-page “briefing” for the case, in which you provide a diagnosis of the case that your group is overviewing, as well as prescriptions for action. The guidelines for this assignment will be provided on the first day of class and posted under “Course Documents” in Blackboard. I will distribute the cases on the first day of class.

Additional Course Policies:

- **Cancelled classes.** If the University cancels classes on a regularly scheduled class day, any assignments will be due at the next regularly scheduled class. Please be sure to check Blackboard for updates to our schedule and assignments.

- **Incomplete.** Incompletes will be given only in rare cases where arrangements have been made with me in advance. Otherwise, if you do not complete all course requirements, you will be assigned the letter grade corresponding to the number of points you have received.

- **Late assignments.** Any work that is turned in late will automatically lose 20% per day, starting at the time at which it was due.

- **No extra credit assignments or projects will be given under any circumstances in this course.**

- **Grade appeals.** If you have a concern about a grade that you receive in this class, you are invited to submit to me a written appeal within one week of receiving the grade in question. The appeal should outline your specific concerns with the grade and provide evidence supporting why the grade should be changed. I will then review your appeal and respond as quickly as possible.

- **Academic dishonesty.** Academic dishonesty as defined by University policy (e.g., plagiarizing, cheating, etc.) will not be tolerated in any
form. The University Rules, including the Student Code of Conduct, and other documented policies of the department, college, and university related to academic integrity will be enforced. Any violation of these regulations will be dealt with on an individual basis according to the severity of the misconduct.

- **“Two strikes policy” on academic integrity.** All academic programs at the Lindner College of Business will apply a “Two Strikes Policy” regarding Academic Integrity. Any student who has been found responsible for two cases of academic misconduct may be dismissed from the College. The “Two Strikes Policy” supplements the UC Student Code of Conduct (see: [http://www.uc.edu/conduct/Code_of_Conduct.html](http://www.uc.edu/conduct/Code_of_Conduct.html)). All cases of academic misconduct (e.g., cheating, plagiarism, falsification) will be formally reported by faculty. Students will be afforded due process for allegations, as outlined in the policy. If a student is found guilty of academic misconduct in two instances, the student may be dismissed from the Lindner College of Business.

- **Special needs policy.** If you have a disability (e.g., visual impairment, hearing impairment, physical impairment, communication disorder, and/or specific learning disability) that may influence your performance in this course, you must meet with the Disability Services Office (DSO) to arrange for reasonable accommodations to ensure an equitable opportunity to meet all the requirements of this course. If you require accommodations due to disability, please contact DSO at 556-6823, Campus Location: 210 University Pavilion. You will be provided an Accommodation Form indicating your accommodation needs for the quarter. Please present this form to me AS SOON AS POSSIBLE to ensure your accommodation needs are discussed, agreed upon, and provided.
### Course Schedule: MGMT 7014: Leadership & Organizations Summer 2018

<table>
<thead>
<tr>
<th>WK</th>
<th>Date</th>
<th>Topic</th>
<th>R&amp;J Chapters</th>
<th>Application Articles</th>
<th>HBR Case Study *</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Monday May 7</td>
<td>Intro to Leadership &amp; Organizations; Diversity</td>
<td>1, 2</td>
<td>Andersen, <em>HBR</em>, 2016 Morriss, Ely, &amp; Frei, <em>HBR</em>, 2011</td>
<td><em>Opening Case: When Your Star Performer Can’t Manage</em></td>
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<tr>
<td>2</td>
<td>Monday May 14</td>
<td>Attitudes &amp; Job Satisfaction; Emotion &amp; Moods; Personality &amp; Values</td>
<td>3, 4, 5</td>
<td>Toegel &amp; Barsoux, <em>SMR</em>, 2012 Pearson, <em>SMR</em>, 2017</td>
<td>Gen Y in the Workforce</td>
</tr>
<tr>
<td>3</td>
<td>Monday May 21</td>
<td>Perception &amp; Individual Decision Making; Motivation</td>
<td>6, 7, 8</td>
<td>Fox, <em>HRM</em>, 2010 Beshears &amp; Gino, <em>HBR</em>, 2015</td>
<td><em>All the Wrong Moves</em></td>
</tr>
<tr>
<td></td>
<td>Monday May 28</td>
<td>NO CLASS-Memorial Day</td>
<td></td>
<td></td>
<td>Rest &amp; relaxation!</td>
</tr>
<tr>
<td>4</td>
<td>Monday June 4</td>
<td>Group Behavior; Understanding Work Teams; Communication</td>
<td>9, 10, 11</td>
<td>Cross &amp; Thomas, <em>HBR</em>, 2011 Ashford &amp; Detert, <em>HBR</em>, 2015</td>
<td><em>When Key Employees Clash</em></td>
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<tr>
<td>5</td>
<td>Monday June 11</td>
<td>Leadership; Power &amp; Politics; Conflict &amp; Negotiation</td>
<td>12, 13, 14</td>
<td>Sutton, <em>HBR</em>, 2010 Pfeffer, <em>HBR</em>, 2010</td>
<td><em>When Your Colleague Is a Saboteur</em></td>
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**KEY:** HBR=Harvard Business Review; HRM=HRMagazine; SMR=Sloan Management Review

**Note:** Note that you are required to write your individual case study analyses (L&O Papers I and II) over two of these cases. Your write-ups (L&O I and L&O II) are due on the day the case is assigned. Be sure to pick two cases other than the ones your group is overviewing! Read all cases! I would recommend you try to space your case analyses, if possible, so that there is at least one week between them to allow you to receive feedback on the first case analysis before doing the second.
**Application Articles**

**Week 1: Introduction to Leadership and Organizations/Diversity**


**Week 2: Attitudes & Job Satisfaction; Emotion & Moods; Personality & Values**


**Week 3: Perception & Individual Decision Making; Motivation**


**Week 4: Group Behavior; Understanding Work Teams; Communication**


**Week 5: Leadership; Power & Politics; Conflict & Negotiation**


**Week 6: Organizational Structure & Culture; Change & Stress**
