Elaine Hollensbe, Ph.D., Professor of Management
518 Lindner Hall
(513) 556-7122
elaine.hollensbe@uc.edu

Office Hours: We can meet after class, or 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:

2. In the search box, type the title of the article within quotation marks, hit the search button. (You can click on Advanced Search and add the name of the first author.”)
3. Click on the title of the correct article.
4. Click on the link that says “Article” for Business Source Complete.
5. 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 and post any changes to the class. It is important to check Blackboard!!

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

- (40 pts.) Class Contribution
- (40 pts.) Application Article Reflections
  - (4 @ 10 pts. each)
- (60 pts.) Concept Quizzes
  - (4 @ 20 pts. each; 3 highest count)
- (50 pts.) L&O Paper I: Individual HBR Case Analysis
- (50 pts.) L&O Paper II: Individual HBR Case Analysis

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

- A: 226-240 pts.
- A-: 216-225 pts.
- B+: 209-215 pts.
- B: 199-208 pts.
- B-: 192-198 pts.
- C+: 185-191 pts.
- C: 168-184 pts.
- F: < 168 pts.

GRADED COMPONENTS

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 (4 @ 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. Four concepts quizzes will be given during Classes 2-5, and I will drop your lowest quiz score. Concepts for the quizzes will be drawn from the “Key Concepts Sheet.”

Application Article Reflection (4 @ 10 pts. each)

Each week you will do a structured reflection on one of the Application Articles assigned for the week. NOTE: You are required to read and be prepared to discuss both of the assigned Application Articles. However, you will prepare a reflection on one of the articles. To do this, go to the Blackboard website for the course, and click on the Article Reflection tab. Be sure to complete your reflection on one of the articles no later than Sunday at 9 pm, the day before the class in which the reading is assigned. This will allow me time to read responses in advance of class. You are required to do an Article Reflection four times—for Classes 2-5. I am looking for substance and evidence that you have thoughtfully read the article rather than a more general response. Be sure to read the article thoroughly before logging on and completing your written reflection.

L&O Paper I & L&O Paper II Individual HBR Case Analyses: (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.
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 2017

<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>
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<tbody>
<tr>
<td>1</td>
<td>Monday May 8</td>
<td>Intro to Leadership &amp; Organizations; Diversity</td>
<td>1, 2</td>
<td>Andersen, <em>HBR</em>, 2016</td>
<td><em>Opening Case: Gen Y in the Workplace</em></td>
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<td>Morriess, Ely, &amp; Frei, <em>HBR</em>, 2011</td>
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<tr>
<td>2</td>
<td>Monday May 15</td>
<td>Attitudes &amp; Job Satisfaction; Emotion &amp; Moods; Personality &amp; Values</td>
<td>3, 4, 5</td>
<td>Toelgel &amp; Barsoux, <em>SMR</em>, 2012</td>
<td><em>The Unmanageable Star Performer</em></td>
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<tr>
<td></td>
<td>Monday May 22</td>
<td>NO CLASS-Instructor Speaking at Conference</td>
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<td>Catch up on readings!</td>
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<td>Do one of your L&amp;O papers!</td>
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<td></td>
<td>Monday May 29</td>
<td>NO CLASS-Memorial Day</td>
<td></td>
<td></td>
<td>Rest &amp; relaxation! 🎉</td>
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<td>3</td>
<td>Monday June 5</td>
<td>Perception &amp; Individual Decision Making; Motivation</td>
<td>6, 7, 8</td>
<td>Fox, <em>HRM</em>, 2010</td>
<td><em>All the Wrong Moves</em></td>
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<td>Beshears &amp; Gino, <em>HBR</em>, 2015</td>
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<tr>
<td>4</td>
<td>Monday June 12</td>
<td>Group Behavior; Understanding Work Teams; Communication</td>
<td>9, 10, 11</td>
<td>Cross &amp; Thomas, <em>HBR</em>, 2011</td>
<td><em>When Key Employees Clash</em></td>
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<td>Ashford &amp; Detert, <em>HBR</em>, 2015</td>
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<tr>
<td>5</td>
<td>Monday June 19</td>
<td>Leadership; Power &amp; Politics; Conflict &amp; Negotiation</td>
<td>12, 13, 14</td>
<td>Sutton, <em>HBR</em>, 2010</td>
<td><em>When Your Colleague is a Saboteur</em></td>
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<td>Pfeffer, <em>HBR</em>, 2010</td>
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**KEY:** *HBR=*Harvard Business Review; *HRM=*HRMagazine; *SMR=*Sloan Management Review

*-- 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. 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.*
Syllabus for MGMT 7014 – Leadership & Organizations

Application Articles

NOTE: If you are using an electronic version of this syllabus, you might be able to link to the article. To do so, move your cursor over the hyperlinked article title; hold down the CTRL key while left CLICKing the mouse. Log in with your username and password, and the pdf of the article should appear on the left. This has worked for some students in the past.

**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**
