**ESSEX COUNTY COLLEGE**

**Business Division**

**BUS 207 – Leadership and Supervision in Organizations**

**Course Outline**

**Course Number & Name:**  BUS 207 Leadership and Supervision in Organizations

**Credit Hours:**  3.0 **Contact Hours:**  3.0 **Lecture:** 3.0 **Lab:**  N/A **Other:**  N/A

**Prerequisites**:  Grade of “C” or better in BUS 201

**Co-requisites:** None **Concurrent Courses:** None

**Course Outline Revision Date:**  Fall 2010

**Course Description**: This course offers students the opportunity to learn about leadership and supervision in modern organizations. Students are introduced to a variety of behavioral and managerial leadership theories and findings including the Ohio Studies, participative leadership and charismatic leadership. Case studies and experiential exercises print and electronic media are used to enhance classroom discussion.

**Course Goals:** Upon successful completion of this course, students should be able to do the following:

1. discuss the nature and importance of leadership;
2. distinguish between types of leadership styles;
3. identify personal attributes associated with effective leaders; and
4. analyze ethical and unethical leadership.

**Measurable Course Performance Objectives (MPOs)**: Upon successful completion of this course, students should specifically be able to do the following:

1. Discuss the nature and importance of leadership:

1.1 *describe what leaders do in the workplace;*

1.2 *explain the difference between supervision and leadership;*

1.3 *identify and discuss specific leadership traits;* and

1.4 *contrast traditional management from leadership*

1. Distinguish between types of leadership styles:

2.1 *describe charismatic leadership styles;* and

2.2 *identify the characteristics of transformational leaders*

**Measurable Course Performance Objectives (MPOs)** (continued):

1. Identify personal attributes associated with effective leaders:

3.1 *identify common personality traits of leaders*; and

3.2 *describe the influence of heredity and environment on leaders*

1. Analyze ethical and unethical leadership:

4.1 *explain the importance of leadership assessment*;

4.2 *describe principles of ethical and moral leadership;* and

4.3 *identify dysfunctional politics and how to control it*

**Methods of Instruction**: Instruction will consist of lecture, outside reading assignments, and the viewing of videos related to the field.

**Outcomes Assessment:** Quiz, test, and exam questions are blueprinted to course objectives. A checklist rubric is used to evaluate the Leadership Presentation for the presence of course objectives. Data is collected and analyzed to determine the level of student performance on these assessment instruments in regards to meeting course objectives. The result of this data analysis is used to guide necessary pedagogical and/or curricular revisions.

**Course Requirements:** All students are required to:

1. Maintain regular attendance.

2. Completed assigned homework and projects (if applicable) on time.

3. Take part in class discussions.

4. Take all quizzes, tests, and exams as scheduled.

**Methods of Evaluation:** Final course grades will be computed as follows:

**% of**

**Grading Components final course grade**

* **Homework, quizzes and class participation 0 – 20%**

A perusal of homework and quizzes will provide evidence of the extent to which students are achieving course objectives.

* 2 or more Tests (dates specified by the instructor) 25 – 35%

Tests will show evidence of the extent to which students meet course objectives.

**Methods of Evaluation** (continued)**:**

**% of**

**Grading Components final course grade**

* Midterm Exam 20 – 25%

The same objectives apply as with tests, but it is anticipated that students will show advanced mastery and synthesis of course content from the first half of the semester.

* Final Exam and/or Leadership Project 25 – 30%

The comprehensive final exam will examine the extent to which students have mastered the material presented in the course and can analyze and synthesize facts relevant to the course objectives and apply these concepts to given situations. The instructor may choose to assign a final Leadership Project that will give students the opportunity to show that they have mastered and can apply the material in the course.

Note: The instructor will provide specific weights, which lie in the above-given ranges, for each of the grading components at the beginning of the semester.

**Academic Integrity:** Dishonesty disrupts the search for truth that is inherent in the learning process and so devalues the purpose and the mission of the College. Academic dishonesty includes, but is not limited to, the following:

* plagiarism – the failure to acknowledge another writer’s words or ideas or to give proper credit to sources of information;
* cheating – knowingly obtaining or giving unauthorized information on any test/exam or any other academic assignment;
* interference – any interruption of the academic process that prevents others from the proper engagement in learning or teaching; and
* fraud – any act or instance of willful deceit or trickery.

Violations of academic integrity will be dealt with by imposing appropriate sanctions. Sanctions for acts of academic dishonesty could include the resubmission of an assignment, failure of the test/exam, failure in the course, probation, suspension from the College, and even expulsion from the College.

**Student Code of Conduct:** All students are expected to conduct themselves as responsible and considerate adults who respect the rights of others. Disruptive behavior will not be tolerated. All students are also expected to attend and be on time for all class meetings. No cell phones or similar electronic devices are permitted in class. Please refer to the Essex County College student handbook, *Lifeline*, for more specific information about the College’s Code of Conduct and attendance requirements.

**Course Content Outline:** based on the text **Leadership: Research Findings, Practice, and Skills**, 6th edition, by Andrew J DuBrin; published by Cengage; Boston, MA, 2010; ISBN-10 #: 05747143966

**Class Meeting**

**(80 minutes) Chapter/Topics**

1 – 2 Chapter 1 The Nature and Importance of Leadership

The Meaning of Leadership

Leadership Roles

3 – 4 Chapter 2 Traits, Motives and Characteristics of Leaders

Personality Traits

The Influence of Heredity and Environment

5 – 6 Chapter 3 Charismatic and Transformational Leaders

The Meaning of Charisma

Characteristics of Charismatic Leaders

How Transformation Takes Place

7 – 8 Chapter 4 Leadership Behaviors, Attitudes, and Styles

Leadership Styles

Task-Related Attitudes and Styles

9 **Test 1** on Chapters 1 – 4

10 – 11 Chapter 5 Contingency and Situational Leadership

Fiedler’s Contingency Theory

The Normative Decision Model

Matching Leadership to the Situation

12 – 13 Chapter 6 Leadership Ethics and Social Responsibility

Principles of Ethical and Moral Leadership

14 – 15 Chapter 7 Power, Politics, and Leadership

Position Power

Personal Power

Factors Contributing to Organizational Politics

16 – 17 Chapter 8 Influence Tactics of Leaders

Ethical and Honest Tactics

Unethical and Dishonest Tactics

Sequencing of Influence Tactics

18 **Midterm Exam**

**Class Meeting**

**(80 minutes) Chapter/Topics**

19 – 20 Chapter 9 Developing Teamwork

Team versus Solo Leadership

Leader’s Role in Team-Based Organizations

21 – 22 Chapter 10 Motivation and Coaching Skills

Expectancy Theory and Motivational Skills

Coaching Skills and Techniques

23 – 24 Chapter 11 Creativity, Innovation, and Leadership

Steps in the Creative Process

Characteristics of Creative Leaders

25 **Test 2** on Chapters 9 – 11

26 Chapter 12 Communication and Conflict Resolution Skills

Inspirational and Powerful Communication

The Leader’s Role in Resolving Conflict

Overcoming Communications Barriers

27 – 28 Chapter 14 International and Culturally-Diverse Aspects of Leadership

Cultural Factors Influencing Leaders

Initiatives for Achieving Cultural Diversity

Developing the Multicultural Organization

29 – 30 Review of Course Material, **Final Exam**, and/or **Leadership Project due**