



UNIVERSITY
of VIRGINIA

SCHOOL OF CONTINUING
AND PROFESSIONAL STUDIES

Organizational Leadership

PSLP 5320

Fall 2020

The University of Virginia

School of Continuing and Professional Studies

3 Graduate Credits

Professor: Celeste Murphy Greene, Ph.D.

E-mail: cmg7u@virginia.edu

Course Name: PSLP 5320

Graduate Level: 3 Credits

Required Texts

Bratton, J. (2020) Organizational Leadership. United Kingdom: Sage. ISBN: 978-5264-6012-7

Brown, B. (2018) Dare to Lead. NY, NY: Random House. ISBN: 978-03995-92522

Course Description

This online class focuses on the challenging role of leaders in today's complex organizations. Identifies ways to adapt the organizational structures, policies, and management workforce to enhance competitive advantage. Topics include change management, organizational dynamics, courage, vulnerability, and crisis management.

Learning Resources

All written assignments must be written following the format of the American Psychological Association Style Manual or the Chicago Manual of Style. It is strongly recommended that each student purchase two small pocket size guides: one is for writing and grammar titled A Pocket Style Manual by Diana Hacker. The other is to help with Internet references call Online by Andrew Harnack and Eugene Kleppinger. These are both available either in the campus bookstore or via Amazon.com.

Teaching Method

This is a Web-based course. The class will be a combination of synchronous and asynchronous learning format. There will be weeks where students will work asynchronously on assignments and participate in group discussions and there will be weeks with live, video based class sessions. I see myself as the facilitator of your learning. We will be using several types of learning tools and new technology. Canvas serves as the learning platform for the course.

Access to Weekly Assignments: Weekly review questions and all assignments will be posted on Canvas under the "Assignments" heading. Once you click on the "Assignments" heading you will see View/Complete. Click on this to view and complete the assignment.

Access to Weekly Discussion: Weekly discussion questions will be posted each week under the heading “Discussions”. The discussion board allows for students to interact each week by responding to each other’s responses to the readings.

Access to Lectures: Zoom will be used to conduct the live discussion session. You can click on the Zoom link from the main course webpage. The course will be taught in an asynchronous format, meaning students can work at their own pace each week, following the assigned weekly due dates. We will meet on four evenings using Zoom, a form of technology that allows us all to talk to each other as if we were in a real classroom. We will be using the audio format. Lecture notes will be posted on Canvas under “Files”.

A combination of teaching methods will be used in this course. These methods include online and live class discussions, lectures, and written assignments.

Learning Outcomes

The chief learning outcomes of this course are for students to:

- 1) assess organizational risk
- 2) compare and contrast organizational structures
- 3) employ effective decision-making processes
- 4) identify and apply tools to enhance organizational culture
- 5) develop stronger understanding of one’s personal values and how those values shape one’s leadership style

Assessment Components

Students are expected to be active participants in the learning process. All writing assignments must be typed and double-spaced.

If a student cannot meet class assignment deadlines, future arrangements must be made with the professor. Late assignments will result in the reduction of one assignment grade for each day late, unless advance notice is given and approved by the instructor. If you are unable to attend one of the four course discussions, please provide advanced notice to me.

Students are expected to participate in online discussions weekly. Your online postings must be:

- 1) Substantive-reflecting your knowledge of the readings; 2) Professional-respectful and appropriate; 3) Pertinent; and 4) Clearly expressed.

All assignments are due by 11:50 p.m on Sunday of the week the assignment is due. The following will serve as the basis for grading.

- 1) **Class Participation**: Class participation accounts for 20% of the total course grade. As part of the class participation grade, students are expected to be active participants in online weekly class discussions, contributing to the quality of class discussion. These online discussions will take place on the Discussions. Imagine you are in a real classroom. I will post questions for you to respond to and engage your fellow classmates in a substantive discussion. These will be asynchronous discussions. We will also be holding three live discussions using Zoom. Please note on the course schedule the dates for these discussions. These will be held from 7:00-8:30 p.m. on the days noted on the class schedule. Each week’s discussion is worth 4 points.

- 2) **Assignments:** Each student is responsible for reading each of the assigned chapters. Students will be assigned weekly review questions to complete which will include the chapter case studies. Each assignment will be worth 4 points.
- 3) **Midterm:** The midterm exam will involve a take-home essay style exam based on the course readings. The exam will count for 20% of the overall course grade and 40 points.
- 4) **Book Review:** Students are to choose a book from a list of books to review. Students are to address the following questions in their critical review; What are the main themes of the book? How does the book contribute to the field of leadership? What are the book's strengths and weaknesses? The book review should be approximately five pages in length. The book review will count for 20% of the overall course grade and 40 points.
- 5) **Final Exam:** The final exam will be a take home essay exam, similar in style to the midterm. This exam will be comprehensive and will consist of several questions. The exam will count for 20% of the overall course grade and 40 points.

Course Grading

Class Participation	20%	40 points		
Assignments	20%	40		
Midterm Exam	30%	60		
<u>Final Exam</u>	<u>30%</u>	<u>60</u>	A+	100-98%
Total	100%	200 points	A	97-95%
			A-	94-90%
			B+	89-87
			B	86-84%
			B-	83-80%
			C+	79-77%
			C	76-74%
			C-	73-70%
			D+	69-67%
			D	66-64%
			D-	63-60%
			F	59% and below

Delivery Mode

As an online course it is important to respect each other's viewpoints and perspectives. Please be respectful of your fellow classmates and only use appropriate language during online and audio discussions.

Communication and Response Time

All e-mail communication will be responded to within 24 hours. If students have questions or need to set up a meeting with me, please e-mail me and we can schedule a meeting via Zoom or phone.

Course Schedule

	Topics	Assignments	Where to Find It
Week 1 9/21-9/27	<i>Personal introductions.</i> Review course syllabus <i>Contextualizing Leadership</i> Read Bratton: Chapter 1 & 2	Complete assignment #1	Collab "Assignments" & "Discussion Board"
Week 2 9/28-10/4	<i>Contextualizing Leadership</i> Read Bratton Ch. 3-5 <i>Vulnerability</i> Brown pages 3-43.	Complete assignment #2 <i>First live audio discussion 7:00-8:30 p.m. (Wed. 9/30)</i>	Collab "Assignments" & "Discussion Board" Collab "Live Online Meeting-Zoom"
Week 3 10/5-10/11	<i>Leadership Theories</i> Bratton Ch. 6-8 <i>Call to Courage</i> Brown pages. 45-69	Complete assignment #3	Collab "Assignments" & "Discussion Board:"
Week 4 10/12-10/18	<i>Managing People</i> Bratton Ch. 9 & 10 <i>Daring Leadership</i> Brown pgs. 71-117	Complete Assignment #4 Second live discussion 7:00-8:30 p.m. (Thurs. 10/15)	Collab "Assignments" & "Discussion Board" Collab "Live Online Meeting-Zoom"
Week 5 10/19-10/25	<i>Managing People</i> Bratton Ch. 11 & 12 <i>Shame and Empathy</i> Brown pages 119-163	Complete Assignment #5	Collab "Assignments" & "Discussion Board"
Week 6 10/26-11/1	Work on Midterm Exam	Midterm Exam Due by midnight on Sunday night	Collab "Assignments"
Week 7 11/2-11/8	<i>Contemporary Leadership</i> Bratton Ch. 13-15 <i>Self-Awareness</i> Brown pages 165-217	Complete Assignment # 6	Collab "Assignments" & "Discussion Board"
Week 8 11/9-11/15	<i>Contemporary Leadership</i> Bratton Ch. 16-17 <i>Courage</i> Brown pages. 221-238	Complete Assignment #7 Third live discussion (Wed. 11/11)	Collab "Assignments" & "Discussion Board" Collab "Live Online Meeting-Zoom"
Week 9 11/16-11/22	<i>Courage</i> Brown pages. 241-271	Complete Assignment # 8 Final Live Discussion 7:00-8:30 p.m. (Thurs. 11/19)	Collab "Assignments" & "Discussion Board" Meeting in Zoom
Week 11/23-12/6	Final Exam Due	Final Exam Due by 11:50 pm Sunday	Collab "Assignments"

Grading Rubric
Celeste Murphy Greene, Ph.D.

Possible Points	5 (Excellent)	4 (Good)	3 (Fair)	2 (Poor)	1 (Unacceptable)
Ideas: Central idea is clearly conveyed. Demonstrates thorough understanding of sources and critically analyzes each source. Clearly defines terms.					
Organization & Coherence: Paper is well organized. Uses headings and subheadings throughout the paper. Transitional sentences are used to link one paragraph to the next and shows a logical progression and development of ideas.					
Support: Uses appropriate evidence to support ideas and convince the reader.					
Style: Chooses words to express specific meaning. Uses well structured sentences which are varied yet flow well together and are not long and rambling. Uses proper APA citation method.					
Mechanics: Paper is free of spelling, punctuation and grammatical errors.					
Subtotal					
Total					

Technical Specifications

- Computer Hardware: For currently supported technologies, please see <https://in.virginia.edu/support>
- Minimum Requirements
 - Hard drive free space: 256GB, SSD recommended
 - Processor speed: Intel Dual-Core i5 1.3 GHz or faster
 - RAM: 8GB
 - Network connectivity: 2 mbps download/upload speeds

Technical Support Contacts

- Login/Password: scpshelpdesk@virginia.edu
- Canvas: support@instructure.com
- Zoom Support: <https://virginia.zoom.us> and <https://in.virginia.edu/zoom>

UVA Policies

SCPS Grading Policies: Courses carrying a School of Continuing and Professional Studies subject area use the following grading system: A+, A, A-; B+, B, B-; C+, C, C-; D+, D, D-; F. S (satisfactory) and U (unsatisfactory) are used for some course offerings. For noncredit courses, the grade notation is N (no credit). Students who audit courses receive the designation AU (audit). The symbol W is used when a student officially drops a course before its completion or if the student withdraws from an academic program of the University. Please visit www.scps.virginia.edu/audience/students/grades for more information.

For additional information on SCPS grading policies and minimum grade requirements:

- **Undergraduate certificate programs:** <http://records.ureg.virginia.edu/content.php?catoid=45&navoid=3243#certifprograms>
- **Post Bac and Graduate certificate programs:** http://records.ureg.virginia.edu/content.php?catoid=46&navoid=3357#certificate_programs

Attendance: Students are expected to attend all class sessions. Instructors establish attendance and participation requirements for each of their courses. Class requirements, regardless of delivery mode, are not waived due to a student's absence from class. Instructors will require students to make up any missed coursework and may deny credit to any student whose absences are excessive. Instructors must keep an attendance record for each student enrolled in the course to document attendance and participation in the class.

Add/Drop/Withdrawal: <https://www.scps.virginia.edu/students/add-drop-withdrawal/>

University Email Policies: Students are expected to check their official UVA email addresses on a frequent and consistent basis to remain informed of University communications, as certain communications may be time sensitive. Students who fail to check their email on a regular basis are responsible for any resulting consequences.

Mid-Term and End-of-Class Evaluations: Students may be expected to participate in an online mid-term evaluation. Students are expected to complete the online end-of-class evaluation. As the semester comes to a close, students will receive an email with instructions for completing this. Student feedback will be very valuable to the school, the instructor, and future students. We ask that all students please complete these evaluations in a timely manner. Please be assured that the information you submit online will be anonymous and kept confidential.

SCPS Refund Policy: <https://www.scps.virginia.edu/class-registration/refunds/>

University of Virginia Honor System: All work should be pledged in the spirit of the Honor System at the University of Virginia. The instructor will indicate which assignments and activities are to be done individually and which permit collaboration. The following pledge should be written out at the end of all quizzes, examinations, individual assignments and papers: "I pledge that I have neither given nor received help on this examination (quiz, assignment, etc.)". The pledge must be signed by the student. For more information, visit www.virginia.edu/honor.

Accessibility Statement: UVA is committed to creating a learning environment that meets the needs of its diverse student body. If you anticipate or experience any barriers to learning in this course, please feel welcome to discuss your concerns with your instructor. If you have a disability, or think you may have a disability, you may also want to meet with the Student Disability Access Center (SDAC), to request an official accommodation. You can find more information about SDAC, including how to apply online, through their website at sdac.studenthealth.virginia.edu. If you have already been approved for accommodations through SDAC, please make sure to send your accommodation letter to your instructor and meet with them so that you can develop an implementation plan together.