

**MGT 5303 Leadership and Organizational Planning**  
**Spring 2022**  
**3 credits**  
**Steven D. Boyd**  
[s.boyd@uts.edu](mailto:s.boyd@uts.edu) / 475-731-3076  
**Office Hours: TBD**

## **DRAFT Syllabus**

### **I. DESCRIPTION**

This course introduces the basic principles of organizational leadership and organizational planning. It investigates the tasks and roles of top management in achieving successful results in the planning, production and delivery of goods and services. This course is designed to provide you with the information you need to successfully lead organizations. It covers topics such as leadership characteristics, ethical and responsible leadership, team and shared leadership, and inspirational/visionary leadership. Throughout this course, you will learn about the foundations for effective leadership, contemporary issues in leadership, and strategic and visionary leadership. It also examines the skills needed to manage and motivate employees, emphasizing the leadership skills required to deliver quality services in a nonprofit organization. Finally, this course discusses special topics related to international dimensions of organizational behavior and cross-cultural management.

### **II. OUTCOMES (TENTATIVE)**

Upon the completion of the course, students will be able to:

1. Demonstrate understanding of strategic planning as a decision-making process
2. Demonstrate skill in conducting the forms of analysis that strategic planning requires
3. Enhance the skills and competencies that enable the student to become an effective leader in today's highly dynamic, diverse, and adaptive organizations
4. Assess the state of current leadership capacity within organizations and suggest how a leadership needs analysis can support and enhance organizational effectiveness.
5. Synthesize the competencies needed to be an effective leader and develop strategies for improving effective leadership potential.

### **III. REQUIREMENTS**

1. Attendance and class participation (20%)
2. Individual Assignments (25%)
3. Tests (25%)
4. Term project (30%)

This is a flipped class. Students are required to view lecture videos prior to class, complete assigned readings each week, and report on key topics in the readings during class discussion. Students will receive a class participation grade based on class attendance and constructive contribution to

classroom discussion. Unexcused absences will reduce the class participation grade. There will be three short tests covering the material discussed in classes leading up to the tests. Students are required to present brief individual written assignments each and are required to prepare a final end-of-term individual project. The end-of-term project is a personal leadership strategy you will elaborate to continue developing your effective leadership potential. A written summary report and analysis is required. The instructor will assist by providing guidelines and suggestions. Grades for the course will not be changed nor incompletes granted unless there are personal circumstances which made completion of course requirements impossible. Additional work submitted to improve grades after completion of the course will not be accepted.

#### **IV. GRADING\***

A letter grade will be assigned based on:

Grades are recorded by letter, and are understood as follows:

- A Excellent
- B Good
- C Acceptable
- D Acceptable, but below expectations
- F Failure

In computing the cumulative grade point average (G.P.A.) the following quality point scale is used:

A 4.00	A- 3.67	B+ 3.33
B 3.00	B- 2.67	C+ 2.33
C 2.00	C- 1.67	D+ 1.33
D 1.00	D- 0.67	F 0.00

Incompletes are given only when there are compelling medical or personal reasons.

\*See college catalog for a detailed grading policy.

#### **Academic Integrity**

It is the college policy that “Each student’s work shall be the product of his or her own effort. Plagiarism and other acts of academic dishonesty are serious violations of academic integrity. The penalty for a violation of this nature is suspension or dismissal.”

Students will receive an “F” grade for plagiarism or academic dishonesty. What constitutes plagiarism and how to avoid it will be explained at the first class meeting. Paraphrasing, citation, quotation, and other writing methods of writing will be introduced. Incident of plagiarism or other dishonesty will be reported to Academic Dean and penalized according to the UTS policy.

#### **Netiquette statement**

When posting online, you need to follow the same ethical standards and laws as you would in face-to-

face communications. Your language should be respectful of faculty members and fellow students. Do not post private or confidential information about anyone, and do not provide personal information that could put yourself at risk. The Seminary's LMS has robust security measures to protect communication between teacher and student. Yet please be aware that anything that you post in discussions and groups in which other students participate can be retrieved by others and copied.

Do not download and share course materials without permission of the instructor, as this may violate copyright. UTS reserves the right to delete postings on UTS maintained sites that are considered insensitive, harassing or illegal. Language that is illegal, obscene, defamatory, threatening, infringing of intellectual property rights, invasive of privacy, profane, libelous, threatening, harassing abusive, hateful or embarrassing to any person or entity, or otherwise, is a violation of the Student Code.

## V. TEXTS

### **Required Texts (TENTATIVE – to be confirmed):**

Waldman and O'Reilly, *Leadership for Organizations*  
Thousand Oaks, CA: © 2020, SAGE Publishing.  
Print ISBN: 9781544332727  
Interactive e-Book ISBN: 9781544364988  
On Amazon - \$35.00

Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. 5<sup>th</sup> Edition. Wiley Professional Development (P&T), 2017.  
ISBN-13 978-1119071600  
On Amazon - \$22.00

## VI. PLAN OF LECTURES (TENTATIVE-Subject to Change)

Students must read all required sections/chapters of the text and handouts before the class and submit weekly writing assignments throughout the course. The schedule may change.

<b>Week</b>	<b>Date</b>	<b>Topics</b>	<b>Required Readings (<u>Tentative</u>)</b>	<b>Exam Dates and Coursework Due Dates (<u>Tentative</u>)</b>
<b>Week 1</b>			Introductions	
<b>Week 2</b>		Introduction – Leadership / Why Strategic Planning is More Important than Ever	Chapter 1	
<b>Week 3</b>		Leader Traits and Characteristics / The Strategy Cycle	Chapter 2	Weekly Assignment

<b>Week 4</b>		Leader-Member Exchange and Relationship-Building / Strategic Planning Process	Chapter 3	Weekly Assignment
<b>Week 5</b>		Followership: Managing Up and Sideways / Organizational Mandates and Mission	Chapter 4	Test 1
<b>Week 6</b>		The Situational Approach to Leadership / SWOT Analysis	Chapter 5	Weekly Assignment
<b>Week 7</b>		Ethical and Moral Leadership / Strategic Issues Facing the Organization	Chapter 6	Weekly Assignment
<b>Week 8</b>		Seeking, Receiving, and Giving Feedback / Strategies and Plans to Manage the Issues	Chapter 7	Weekly Assignment
<b>Week 9</b>		Team and Shared Leadership / Effective Organizational Vision	Chapter 8	Weekly Assignment
<b>Week 10</b>		Men and Women in Leadership Roles / Implementing Strategies and Plans	Chapter 9	Test 2
<b>Week 11</b>		Global Leadership / Reassessing, Revising Strategies and Plans	Chapter 10	Weekly Assignment
<b>Week 12</b>		Inspirational and Visionary Leadership / Leadership Roles in Strategic Planning	Chapter 11	Weekly Assignment
<b>Week 13</b>		Strategic Leadership and Shaping Organizational Culture / Getting Started with Strategic Planning	Chapter 12	Final Project Due
<b>Week 14</b>		Generating Organizational Change Through Strategic Leadership	Chapter 13	Weekly Assignment
<b>Week 15</b>		TBD	TBD	Test 3