



Management and Organizational Studies

Leadership in Organizations (MOS 375F)

Fall term: September to December 2007, Room: SSC 3108

Professor:

Dr. Diana E. Krause
Social Science Centre
Phone: 519-661 2111 (Extension 82748)
Fax: 519-8502386
<http://www.ssc.uwo.ca/bacs/faculty/dkrause/>

Lecture Information:

E-mail: dkrause2@uwo.ca
Room: 2234
Course Time: 1.30-4.30 Wednesday
Office Hours: 4.00-6.00 Tuesday,
and by appointment

Teaching Assistant:

Kate McInnis, MSc
Social Science Centre
<http://publish.uwo.ca/~kmcinni3/>

E-mail: kmcinni3@uwo.ca
Room: 8424D
Office Hours: by appointment

Course Description

This course focuses on leadership theories and effective leadership techniques for managing individuals and groups. Specific topics include team leadership; leadership and diversity; charismatic and transformational leadership, behavioural, and contingency approaches to leadership; and leading for innovation and change in organization.

Prerequisite: Enrolment in 3rd and 4th year of MOS.

General Overview

This course focuses on leadership theories and the skills of effective leaders and managers. In addition to approaching the subject from a theoretical perspective, leadership techniques for managing individuals and groups will also be presented from an experiential and applied perspective. The intent is to equip students with a strong foundation in leadership theory, and to ensure that all students are familiar with elements of the most recent research being conducted in the field of leadership. Each class will consist of a brief lecture outlining some aspect of leadership theory, including a critical consideration of the strengths and weaknesses of each theory under discussion. The

remainder of each class will involve student participation in individual and group exercises in order to experiment with the application of specific leadership theories.

Course Requirements

Exams. There will be a midterm and a final examination, each two hours in duration and consisting of multiple choice questions and short written answers. The exams are NOT cumulative. Exam questions will be based on the textbook and other assigned readings, the lectures, and student presentations.

Research Essay. There is one research essay assignment (15 to 20 pages, double spaced, Times New Roman 12), which will also be the subject of a student presentation to the class. A list of recommended essay topics and research sources will be presented during the third class. Detailed instructions for completing the essay will be distributed in class.

Class Exercises. On many days we will have a class exercise. Class exercises vary in their format. There will be individual class exercises, dyadic class exercises, and team exercises (e.g., case studies). Some of your grade will be determined by your participation in these exercises. When we do the exercises I do not know for sure how long they will take. If we have time, I would like us to do as many exercises as possible. These are a lot of fun, but more importantly they provide you with valuable hands on experience. However, we don't want to compromise quality. If an exercise is meaningful to you, and you'd like to spend more time on it, then it's appropriate for us to slow down the pace of the class.

Course Grading

- Essay (25%) (due the week before the class presentation)
- Midterm Exam (25%) (October 17th, 2007)
- Final Exam (25%)
- In-class leadership exercises (10%)
- Participation (15%)

Class Participation

In order to make the course meaningful, it is critical that you have read (AND thought about) the assigned material before coming to class. Students are encouraged to ask questions and to challenge assumptions. In addition, I may occasionally call upon students at random to offer their thoughts or to give examples. Because much of the learning in the course will occur in the exercises, regular attendance is essential.

Readings

Textbook:

Yukl, G. (2006). *Leadership in organizations*. Upper Saddle River, NJ: Prentice Hall.

COURSE SCHEDULE (September to December 2007)

Date	Topic	Readings
September 12	Introduction to Leadership	pp. 1-21
September 19	Communicating, and Providing Feedback	Handout
September 26	Teaming, Leading for Synergy Essay Assignment	pp. 318-348 Handout
October 3	Applying Leadership Style, Resolving Conflicts	pp. 50-68 pp. 81-112 Handout
October 10	Leading by Means of Power, and Influence	pp. 145-176 Handout
October 17	MIDTERM EXAM	--
October 24	Managerial Traits, Developing Leadership Skills	pp. 180-210 Handout
October 31	Charismatic and Transformational Leadership, Visioning	pp. 248-283
November 7	Trust Building, Leadership by Means of Participation, and Delegation	pp. 214-218 pp. 81-113 Handout
November 14	Leader-Member-Exchange	pp. 117-123 Handout
November 21	Career Management	Handout
November 28	Path-Goal-Leadership, Attribution and Leadership, Leadership Substitutes	pp. 218-227 Handout
December 5	Leading for Creativity, Innovation, and Change	pp. 284-295 Handout
December Exam week (Dec 7-19)	FINAL EXAM	--