



# Lincoln University

## FALL 2017

**COURSE:** BA 324/424 LEADERSHIP DEVELOPMENT (Mondays 12:30-3:15 PM)  
3 units

**INSTRUCTOR:** Igor Himelfarb, Ph.D. [ihimelfarb@lincolnuca.edu](mailto:ihimelfarb@lincolnuca.edu)  
510-628-8037

**OFFICE HOURS:** Before and after class or in room 404 by appointment

**TEXT:** **Organizational Culture and Leadership**  
Fourth Edition (2010), by Edgar H. Schein; Jossey-Bass  
ISBN: 978-0-470-19060-9 (paper)

### CATALOG DESCRIPTION:

The course provides a comprehensive survey of the major theories and research on leadership and managerial effectiveness in organizations with practical suggestions for improving leadership skills. The nature and attributes of leadership are investigated through case studies, biographies and class presentations. Topics include the differences between leadership and management as well as identifying. Traits and abilities which have distinguished effective leaders from ineffective ones. (3 units)

### COURSE LEARNING OUTCOMES AND ASSESSMENT:

The purpose of this course is to introduce students to the logic, the scope and challenges of effective leadership. Students will be taught organizational culture and organizational behavior. Students will be able to assess how to manage organizational culture and how to develop new leadership roles. Further, students will be taught how to perform job analysis, and how to assess organizational effectiveness. By the end of the course:

- Students will understand the scope and challenges of leadership.
  - **Assessment:** In-class discussion, Midterm, Presentation (Final)
- Students will understand the cultures in organizations.
  - **Assessment:** Midterm
- Students will be able to assess how to manage culture.

- **Assessment:** In-class discussion, Presentation (Final)
- Students will develop new leadership roles.
  - **Assessment:** In-class discussion, Presentation (Final)

## **INSTRUCTIONAL METHODS:**

Lecture method is used in combination with case studies and outside readings, as assigned. The emphasis will be on learning. Every student must participate in an intensive preparation and classroom activity. The emphasis will be on learning by examples and solving problems. Every student is welcome to participate in intensive classroom activities and discussions. Reading and problem solving assignments will be given throughout the course. Video materials will be presented. There may be class discussions and group presentations by students on the project assignments during class.

## **CLASS ATTENDANCE:**

Students are expected to attend class on a regular basis. Attendance is crucial to performing well in this course, as some of the material presented may not be found in the textbook. Further, the lecture and classroom demonstrations will emphasize and expand upon important topics found in the textbook. Thus, it is vital that you take thorough notes in class.

## **ASSIGNMENTS:**

There will be a bi-weekly homework assignment given out on Tuesday of each other week. The homework assignments will typically consist of some theoretical exercises, conducting analyses on provided data and turning in a results report (write-up) describing the findings, but may include other questions. The purpose of the assignments will be to provide a medium through which you really learn the material. Students are welcome to work with other classmates on the homework, but it is expected that each student turns in his/her own, independently written, homework. Any indication that work was directly shared will not be tolerated and will result in a non-passing grade.

Please bring a **hard copy** of your **typed and stapled** homework assignment that has your name on it to class the day it is due. ***Please no e mailed assignments. No late homework will be accepted!***

There will be a number of readings (mostly journal articles) assigned periodically in addition to the reading in the textbook. There will be homework and a project.

**In accordance with the university policy on cheating and plagiarism, any student who does not do his/her own write-up completely independently on any assignment will fail the assignment.**

## EXAMS:

There will be two exams — a midterm and a final. To assess your learning in this course, exam questions will be derived from the lecture and textbook. Topics covered in lecture will be of major emphasis on the exam, and should be the focus of your textbook readings, though there will be some test questions found in the assigned readings but not covered in the lecture. To avoid guessing, there will be no multiple-choice questions on the exams. Exams may include conceptual or theoretical questions, and questions with applied scenarios. **All exams are open books and open notes.**

## QUIZZES:

To encourage attendance and to help students with assessment of their knowledge, there will be a set of unannounced quizzes given at the start of class. They will be based on lecture and any assigned reading. They will not be computational in nature, but rather conceptual questions intended to help students gauge how well they understand the material.

## GRADING PLAN:

Percentage	Grade
90-100%	A
80-89%	B
70-79%	C
60-69%	D
below 60%	F

Weights	
Homework	20%
Quizzes and class participation	10%
Midterm	30%
Final	40%

## CLASSROOM POLICY:

Please do not use personal computers, iPads or smart phones during the lecture. If you do need to text message or receive a call, please take it outside the classroom.

**I am available and will do my best to help you learn and succeed.** Questions and points of discussion are encouraged. I am also highly accessible for discussions if you wish to receive

additional information or learn more about a certain topic or need help with data analysis. Please visit me during my office hours, or talk to me immediately after class, if you need study tips or additional help. No appointment is required for my office hours.

**TENTATIVE CLASS SCHEDULE:**

WEEK	CONTENT
Week 1	Introduction: Organizational Culture. Subcultures
Week 2	Research Methods in Leadership Development.
Week 3	Labor Day
Week 4	Research Methods (con-ed).
Week 5	Effective Management. Employee Engagement.
Week 6	Personnel Issues. Selection and Placement.
Week 7	Assessment and Performance Evaluation.
Week 8	Surveys. Reliability and Validity.
Week 9	Midterm
Week 10	Role of Leaders in Creating and Transmitting Cultures.
Week 11	Changing Role of Leadership. New Roles for Leaders.
Week 12	Employee Engagement. Customer Engagement.
Week 13	Personality Theories Related to Leadership Development.
Week 14	Thanksgiving break
Week 15	Motivation Theories in Leadership Development.
Week 16	Final Exam.

Note: Instructor reserves the right to modify the content of this syllabus.

**GOOD LUCK!**

**Syllabus Reviewed: 8/16/2017**

**Appendix. Program and Institutional Learning Outcomes.**

<b>Institutional Learning Outcomes (ILOs)</b>	
<i>MBA Graduates of Lincoln University should be able to:</i>	
<b>1b</b>	Recognize and be able to work with the components of reasoning and problem solving; understand concepts, assumptions, purpose, conclusions, implications, consequences, objections from alternative viewpoints, and frame of reference.
<b>2b</b>	Gather and assess relevant information, using abstract ideas to interpret it effectively; to develop well-reasoned conclusions and solutions, and test them against relevant criteria and standards
<b>3b</b>	Be exemplary business professionals and try to ensure that the products of their efforts will be used in socially responsible ways, will meet social needs, and will avoid harmful effects to health and welfare
<b>4b</b>	Lead by example in order to create highly collaborative organizational environment, and be able to develop and use strategies to encourage employees at all organizational levels to do the same.
<b>5b</b>	Set goals and have a vision of the future. The vision should be owned throughout the organization. As effective leaders, they should habitually pick priorities stemming from their basic values.
<b>6b</b>	Continually look for, develop, and offer new or improved services, and be able to use original approaches when dealing with problems in the workplace.
<b>7b</b>	Demonstrate fluency in the use of tools, technologies and methods in the field. They should know how to evaluate, clarify and frame complex questions or challenges using perspectives and scholarship from the business discipline.

<b>Program Level Outcomes (PLOs)</b>	
<i>Students graduating our MBA program will be able to:</i>	
<b>1</b>	Develop and exhibit applied and theoretical knowledge in the field of management and business administration
<b>2</b>	Use theoretical knowledge and advanced problem-solving skills to formulate solutions and identify risks in the following fields: international business, finance management, general business, human resources management, management information systems, marketing management
<b>3</b>	Communicate within a highly specialist environment that allows the presentation of critiques of complex strategic matters
<b>4</b>	Demonstrate autonomy, creativity, and responsibility for managing professional practices
<b>5</b>	Demonstrate leadership and set strategic objectives for team performance
<b>6</b>	Identify ethical issues/problems in business organizations and reach decisions within ethical framework