



Lincoln University

FALL 2025

COURSE: BA 324 LEADERSHIP DEVELOPMENT (Saturdays 12:30-3:15 PM)

CREDITS: 3 units / 45 lecture hours

LEVEL: Mastery 1 (M1)

INSTRUCTOR: Igor Himelfarb, Ph.D. ihimelfarb@lincolnuca.edu
510-628-8037

OFFICE HOURS: Before and after class

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 and communications. The nature and attributes of leadership are investigated through case studies, biographies, and class presentations. Topics include the difference between leadership and management as well as identifying traits and abilities, which have distinguished effective leaders. (3 units)

LEARNING OBJECTIVES:

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:

1. Students will understand the scope and challenges of leadership.
2. Students will understand the cultures in organizations.
3. Students will be able to assess how to manage culture.

4. Students will develop new leadership roles.

COURSE LEARNING OUTCOMES¹

	Course LO	Program LO	Institutional LO	Assessment Activities
1	Students will understand the scope, and challenges of leadership	PLO 1	ILO 1b, ILO 2b	In-class discussion, Presentation
2	Students will be able to assess organizational culture and propose a strategy for its improvement in alignment with organization's business objectives	PLO 2	ILO 1b, ILO 2b, ILO 4b	In-class discussion, Home assignments
3	Students will develop new leadership roles, understand the purpose of leader within a team, as well as acquire specific leadership skills	PLO 5	ILO 4b, ILO 5b	In-class discussion, Home assignments
4	Students will be able to assess the influence of culture on organization's ethical performance.	PLO 6	ILO 3b	In-class discussion, Presentation

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.

Assignments and projects require students to actively use resources of the library. Detailed guide to business *resources of the library* as well as the description of Lincoln University approach to *information literacy* are available at the [LU Library](http://lincolnuca.libguides.com) website (lincolnuca.libguides.com).

CLASS ATTENDANCE:

¹ Detailed description of learning outcomes and information about the assessment procedure are available at the [Learning Outcomes Assessment](#) section of LU website.

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.

ZOOM:

<https://lincolnuca-edu.zoom.us/j/84649759356?pwd=aO4OSQMnzEMRAhSPfzraOI7joPpxSF.1>

Meeting ID: 846 4975 9356

Passcode: 365720

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 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.***

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 1: Introduction to Leadership

- Definition and importance of leadership in business.
- Leadership vs. management: Key differences.
- Overview of leadership theories (Trait, Behavioral, Situational, Transformational).
- Case studies: Successful leaders in business.

Learning Outcome: Understand the foundational concepts of leadership and its role in organizational success.

Week 2: Leadership Styles and Their Impact

- Overview of leadership styles: Autocratic, Democratic, Laissez-Faire, Transformational, Transactional.
- Matching leadership styles with organizational needs.
- Self-assessment: Identifying your leadership style.
- Application exercise: Adapting styles to team dynamics.

Learning Outcome: Recognize various leadership styles and evaluate their effectiveness in different business contexts.

Week 3: Emotional Intelligence in Leadership

- Understanding emotional intelligence (EI) and its components.
- Role of EI in effective leadership.
- Techniques to enhance self-awareness, empathy, and interpersonal skills.
- Activity: EI assessment and personal development plan.

Learning Outcome: Develop emotional intelligence skills essential for business leadership.

Week 4: Vision and Strategic Thinking

- Defining a leadership vision: Why it matters.
- Communicating a clear and inspiring vision.
- Strategic thinking: Long-term vs. short-term focus.
- Case study: Visionary leaders who transformed their industries.

Learning Outcome: Learn to craft and communicate a compelling vision and develop strategic thinking skills.

Week 5: Decision-Making for Leaders

- Principles of effective decision-making in business.
- Analyzing risks and making data-driven decisions.
- Ethical considerations in decision-making.
- Exercise: Simulating real-world business decisions.

Learning Outcome: Improve decision-making capabilities with a focus on ethics and strategic impact.

Week 6: Building and Leading High-Performance Teams

- Characteristics of high-performance teams.
- Techniques for team building and fostering collaboration.
- Handling team conflicts effectively.
- Workshop: Designing a high-performing team framework.

Learning Outcome: Learn to build, manage, and lead productive and collaborative teams.

Week 7: Communication Skills for Leaders

- Importance of clear and effective communication in leadership.
- Active listening and feedback techniques.
- Managing communication in high-stakes situations.
- Role-play: Delivering difficult messages.

Learning Outcome: Enhance communication skills to lead and influence effectively.

Week 8: Motivation and Employee Engagement

- Understanding motivation theories: Maslow, Herzberg, and Self-Determination Theory.
- Strategies for fostering employee engagement and morale.
- Tailoring motivation techniques to individual and team needs.
- Exercise: Creating an employee engagement plan.

Learning Outcome: Develop practical approaches to motivate teams and improve employee satisfaction.

Week 9: Leading Through Change

- Understanding the dynamics of organizational change.

- The leader's role in managing resistance and driving change.
- Kotter's 8-Step Change Model.
- Case study: Leading successful change initiatives.

Learning Outcome: Gain tools to effectively lead and implement organizational change.

Week 10: Leadership Ethics and Integrity

- The importance of ethical leadership in business.
- Building a culture of integrity.
- Navigating ethical dilemmas in leadership.
- Discussion: Real-world scenarios of ethical challenges in business.

Learning Outcome: Develop an ethical framework for leadership decisions.

Week 11: Diversity, Equity, and Inclusion (DEI) in Leadership

- The leader's role in promoting diversity and inclusion.
- Benefits of diverse teams in business.
- Strategies to create an inclusive workplace culture.
- Workshop: Assessing and improving DEI practices.

Learning Outcome: Learn how to foster diversity and inclusion as a business leader.

Week 12: Crisis Leadership

- Principles of leading during crises and uncertainty.
- Communication and decision-making in high-pressure environments.
- Lessons from crisis management in business history.
- Simulation: Managing a business crisis scenario.

Learning Outcome: Develop skills to lead effectively during challenging and uncertain times.

Week 13: Leadership and Innovation

- Fostering innovation through leadership.
- Encouraging creative thinking within teams.
- Case studies: Leaders who drove innovation in their industries.
- Activity: Developing innovative solutions to business challenges.

Learning Outcome: Understand the leader's role in promoting and managing innovation.

Week 14: Leadership Development and Succession Planning

- Importance of leadership development in business.
- Identifying and mentoring future leaders.
- Designing succession plans for key leadership roles.
- Project: Creating a leadership development plan for an organization.

Learning Outcome: Learn how to develop future leaders and create sustainable leadership structures.

Week 15: Personal Leadership Development Plan

- Reflecting on personal leadership growth throughout the course.
- Setting leadership goals and action steps for continuous improvement.
- Presentation: Individual leadership development plans.
- Final discussion: Lessons learned and key takeaways.

Learning Outcome: Leave with a personalized leadership development plan to apply in real-world business settings.

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

GOOD LUCK!

Syllabus Reviewed: 1/6/2025