

CRD 335

LEADERSHIP IN ORGANIZATIONS AND COMMUNITIES

9:30-10:45 TTH

Daniel Hall Room 313

Mr. Jae Espey
email: jespey@clemson.edu

Office: 225 Barre Hall
656-7792

READ THIS SYLLABUS:

IT REPRESENTS A CONTRACT BETWEEN YOU AND THE INSTRUCTOR OF THIS COURSE. YOUR CONTINUED ENROLLMENT IN THE COURSE WILL BE INTERPRETED AS YOUR ACCEPTANCE OF THIS CONTRACT. This syllabus will be available on Blackboard.

COURSE ABSRACT: The following appears in the 2006-2007 Undergraduate Announcements: “Students (are presented with) leadership models, principles, skills, negotiation techniques, and practices to improve effectiveness in organizations and communities; use current theory and research findings to evaluate effective leadership; demonstrate the role of effective leadership in shaping future organizations and social structures in public and private sectors. Prerequisite: Introductory course in a social science (sociology recommended).”

REQUIRED TEXT: Human Relations in Organizations, 7th Edition, Robert N. Lussier, ISBN 978-0-07-321055-1

In addition to the Lussier text, supplemental readings and case studies will be provided by the instructor throughout the course. Although this text places a heavy emphasis on human relations and organizational behavior in a *business* environment, every attempt will be made to make connections to organizations involved in community and rural development.

OFFICE HOURS: TTH – 11:00 AM – Noon. Students are free to see me any time I am in the office, but I will make a point of being available during office hours. You may also make an appointment with me.

EVALUATION AND GRADING:

Criteria: Student grades will be determined by scores in three major performance areas: Individual Performance, Group Performance, and Group Maintenance.

Assignments, Exams, and Group Project Presentations: There will be six short Readiness Assessment Tests (RATs) given during the semester. Each RAT will be time constrained. The same RAT will be given to individuals, then to groups. Groups will be formed by me and students will work in these same groups during class time throughout the semester. There will be in-class group learning activities and assignments on a regular basis. Students will also be responsible for individually completing homework as assigned in class. Homework will be due at the beginning of the designated class date. **Late homework assignments will be marked down 10% and will only be accepted one class period late unless prior arrangements are made with Mr. Espey.** There will be two midterms and a final examination. The final examination will be comprehensive. Each group will be responsible for a group project and corresponding presentation to classmates. Details on the project will be forthcoming.

Grade Weights:

	<u>Weight within area</u>	<u>Percentage of Total Grade</u>
1. Individual Performance (70%)		
Individual Readiness Assessment Tests	10	7
Homework Assignments	25	17.5
Midterm Exam 1	15	10.5
Midterm Exam 2	15	10.5
Final Exam	<u>35</u>	24.5
	100%	
2. Group Performance (30%)		
Group Readiness Assessment Tests	30	9
Group Assignments and Group Project	<u>70</u>	<u>21</u>
	100%	100%
3. Group Maintenance (used to weight group performance score)		
Evaluation by peers and Mr. Espey		

Evaluating Group Maintenance:

Each individual will rate the helpfulness of all the other members of their groups after the last class period. Peer Evaluation scores will be the average of the points received from the other members of one's group. Each individual will have a total number of points to distribute to his/her teammates equal to 10 times the number of other group members. For example, if there are six members in a group, each student has 50 points to assign to the other five members of the group. At least some of the ratings must be differentiated, that is, not all of the other members can be given a 10. These scores are then used to weight the overall group score for that portion of each student's grade. The Peer Evaluation scores will produce differences in grades only **within** groups. As a result, group members can't help everyone in their group get an A by giving them a high peer evaluation score. The only way for everyone in the group to earn an A is by doing an outstanding job on the individual and group assignments and the final exam.

Determination of Final Grades:

The final grades are a weighted combination of the scores in each of the major performance areas (Individual and Group). The Individual Performance score is a weighted combination of the individual RATs, individual homework assignments, and exam score. The Group Performance is a weighted average of the group RATs and group assignments, weighted by the Group Maintenance score as noted above.

FROM THE OFFICE OF STUDENT DISABILITY SERVICES:

“It is University policy to provide, on a flexible and individualized basis, reasonable accommodations to students who have disabilities. Students are encouraged to contact Student Disability Services to discuss their individual needs for accommodation.”

ACADEMIC INTEGRITY POLICY OF THE UNIVERSITY:

Academic Dishonesty is defined as: (1) Giving, receiving or using unauthorized aid on any academic work; (2) Plagiarism, which includes the copying of language, structure, or ideas of another and attributing the work to one's own efforts; (3) Attempts to copy, edit, or delete computer files that belong to another person or use of Computer Center account numbers that belong to another person without the permission of the file owner, account owner or file number owner. All academic work submitted for grading contains an implicit pledge and may contain, at the request of an instructor, an explicit pledge by the student that no unauthorized aid has been received.

“As members of the Clemson University community, we have inherited Thomas Green Clemson’s vision of this institution as a “high seminary of learning.” Fundamental to this vision is a mutual commitment to truthfulness, honor, and responsibility, without which we cannot earn the trust and respect of others. Furthermore, we recognize that academic dishonesty detracts from the value of a Clemson degree. Therefore, we shall not tolerate lying, cheating, or stealing in any form.”

THE CLEMSON UNIVERSITY ATTENDANCE POLICY:

The following policy appears on pages 27-28 of the 2006-2007 Undergraduate Announcements:

1. Anticipated, necessary absences should be cleared with the instructor before the absence.
2. In any event, excused absences still require that missed work be completed satisfactorily.
3. Unexcused absences numbering more than two are considered excessive. Students exceeding this limit will have their final grade lowered by one (or more) letter grade or be dropped from the class.
4. For an absence to be considered excused, you must present a documented medical excuse or signed official university excuse. For others (e.g., death in the family, hospitalization of close family members), please see the Dean of Student Life in the Hendrix Center.
5. It is imperative that everyone arrives on time to each and every class period to realize the full benefit of the course. Important information! Two tardies may equal 1 absence.
6. If any students in this class have need for special accommodations or special needs, please discuss this with the instructor as soon as possible.

COURSE OUTLINE

Note: Along with RATs, class work will include graded group activities and homework. Dates for RATs are tentative and may be changed. Students will be given at least one week notice if the date for any RAT is changed. Guest speakers may be scheduled throughout the semester.

Introduction to Team-Based Learning

Part I. Intrapersonal Skill: Behavior, Human Relations, and Performance Begin With You

- Understanding Behavior, Human Relations, and Performance
- Personality, Stress, Learning, and Perception
- Attitudes, Self-Concept, Values, and Ethics
- Time and Career Management

Part II. Interpersonal Skills: the Foundation of Human Relations

- Interpersonal Communication
- Organizational Structure and Communication
- Dealing with Conflict

Part III. Leadership Skills: Influencing Others

- Leading and Trust
- Motivating Performance
- Ethical Power and Politics
- Networking and Negotiating

Part IV. Leadership Skills: Team and Organizational Behavior, Human Relations, and Performance

- Team Dynamics and Leadership
- Teams and Creative Problem Solving and Decision Making
- Organizational Change and Culture
- Valuing Diversity Globally

IMPORTANT DATES

Thursday, January 18	RAT #1 Chapters 2-4
Thursday, February 01	RAT #2 Chapters 5-7
Thursday, February 15	First Midterm
Tuesday, February 20	RAT #3 Chapters 8-9
Thursday, March 01	RAT #4 Chapters 10-11
Thursday, March 15	Second Midterm
Tuesday, March 27	RAT #5 Chapters 12-13
Thursday, April 05	RAT #6 Chapters 14-15
Tuesday, April 24	Group Presentations
Thursday, April 26	Group Presentations
Saturday, April 28	Final Exam 6:30-9:30 PM