

BUSI-148: LEADERSHIP FOR EFFECTIVE ORGANIZATIONS

Effective Term

Fall 2021

BOT Approval

03/11/2021

SECTION A - Course Data Elements

CB04 Credit Status

Credit - Degree Applicable

Discipline

Minimum Qualifications	And/Or
Business (Master's Degree)	

Subject Code

BUSI - Business

Course Number

148

Department

Business and Entrepreneurship

Division

Career Education and Workforce Development (CEWD)

Full Course Title

Leadership for Effective Organizations

Short Title

Leadership for Effective Org

CB03 TOP Code

0506.00 - *Business Management

CB08 Basic Skills Status

NBS - Not Basic Skills

CB09 SAM Code

C - Clearly Occupational

Rationale

Updating to focus on Leadership. 3 units

SECTION B - Course Description

Catalog Course Description

Provides an understanding of change and the influence it has on an organization and the individuals in that organization. Topics include understanding organizational change, stages of change, and how to manage organizational change. Special emphasis is placed on the attributes of good leaders how they must develop a vision and strategy to manage change and communicate that vision throughout the organization.

SECTION C - Conditions on Enrollment

Open Entry/Open Exit

No

Repeatability

Not Repeatable

Grading Options

Letter Grade or Pass/No Pass

Allow Audit

Yes

Requisites**SECTION D - Course Standards****Is this course variable unit?**

No

Units

3.00000

Lecture Hours

54

Outside of Class Hours

108

Total Contact Hours

54

Total Student Hours

162

Distance Education Approval**Is this course offered through Distance Education?**

Yes

Online Delivery Methods

DE Modalities	Permanent or Emergency Only?
Entirely Online	Permanent
Hybrid	Permanent

SECTION E - Course Content**Student Learning Outcomes**

Upon satisfactory completion of the course, students will be able to:	
1.	Demonstrate professional and ethical behavior.

Course Objectives

Upon satisfactory completion of the course, students will be able to:	
1.	Effectively lead organizations.
2.	Examine transformational change in organizations and why businesses fail.
3.	Evaluate theories of effective change implementation.
4.	Examine the goals of mutual engagement and shared diagnosis in assisting leaders to diagnose and build commitment to the change process in organizations.
5.	Explore the main challenges posed by organizational redesign.
6.	Recognize that effective change requires alignment between employees, the selection, training, evaluation, promotion, even removal of employees and the shifting strategic goals of the organization.
7.	Examine the major structural choices faced by organizational leaders and the behavioral implications of those choices.
8.	Define effective leadership and explore the difficulty of enacting effective leadership.

9. Examine the eight-step process of leading and managing a change management strategy in an organization. Topics include establishing a sense of urgency, creating the building coalition, developing a vision and strategy, communicating the change vision, empowering employees for broad-based action, generating short-term wins, consolidating gains and producing more change and anchoring new approaches in the culture.
10. Examine the implications for managing change in organizations in the 21st Century. Topics include the organization of the future, leadership and lifelong learning, and moving towards a "green" sustainable corporation, and shaping a "green" culture.

Course Content

1. Part I: The Change Problem and its Solution
 - a. Transforming Organizations: Why Firms Fail
 - b. Successful Change and the Force that Drives it
 - c. Organizational Change
 - i. Strategic Responsiveness
 - ii. The Three faces of Change
 - iii. Transformational Change
 - iv. Employee Participation and resistance to Change
 - v. Trigger Events and Change
 - vi. Going Global and the Requirement for Organizational Change
 - d. Theories of Effective Change Implementation
 - i. Organization Development and Change Implementation
 - e. Mutual Engagement and Shared Diagnosis
 - i. Diagnosing the Organization
 - ii. Starting with Mutual Engagement
 - iii. The Consultant Role
 - iv. Getting Started with Organizational Diagnosis
 - f. Organizational Redesign
 - i. Understanding Design Challenges
 - ii. Building Commitment
 - iii. Building Collaboration
 - iv. People Alignment
 1. People Alignment and Change
 2. Help
 3. People Change
 4. Getting the Sequence Right: Fair Process
 - v. Reinforcing New Behaviors
 1. Selecting the Appropriate Organizational Focus
 2. Using Incentives to Support New Behaviors
 3. c. Technology and Behavior change
 - vi. Leading Change
 1. Understanding Leadership
 2. The Tasks of Leadership
 3. Beyond Individual Leadership
2. Part II: The Eight-Step Process
 - a. Establishing a Sense of Urgency
 - b. Creating the Guiding Coalition
 - c. Developing a Vision and Strategy
 - d. Communicate the Change Vision
 - e. Empowering Employees for Broad-Based Action
 - f. Generating Short-Term Wins
 - g. Consolidating Gains and Producing More Change
 - h. Anchoring New Approaches in the Culture
3. Part III: Implications for the Twenty-First Century
 - a. The Organization of the Future
 - b. Leadership and Lifelong Learning
 - c. Going Green

- i. Moving Toward the Sustainable Corporation
- ii. The Process of Changing to Green
- iii. Shaping a Green Culture

Methods of Instruction

Methods of Instruction

Types	Examples of learning activities
Discussion	Peer-to-Peer Discussions
Lecture	Instructor
Other	Role playing and classroom activities.

Online Adaptation

Types	Examples of learning activities
Activity	
Directed Study	
Discussion	
Group Work	
Individualized Instruction	
Journal	
Lecture	

Instructor-Initiated Online Contact Types

Announcements/Bulletin Boards
 Chat Rooms
 Discussion Boards
 E-mail Communication
 Telephone Conversations
 Video or Teleconferencing

Student-Initiated Online Contact Types

Chat Rooms
 Discussions
 Group Work

Course design is accessible

Yes

Methods of Evaluation

Methods of Evaluation

Types	Examples of classroom assessments
Exams/Tests	Objective-based multiple-choice questions and essay questions.
Portfolios	or Journals of workplace situations
Oral Presentations	
Class Participation	Team activities
Homework	Reading chapters in the textbook

Assignments

Reading Assignments

Selected readings from textbooks, newspapers, magazines, and business periodicals pertaining to leadership for effective organizations.

Writing Assignments

Complete reading check-ins.

"Why is motivation important to behavioral change? How might leaders approach change differently if they are trying to motivate employees to change rather than forcing employees to change"? Please respond in a 1-page document.

SECTION F - Textbooks and Instructional Materials

Material Type

Textbook

Author

Daft, Richard

Title

The Leadership Experience

Edition/Version

7th

Publisher

Cengage

Year

2018

Material Type

Textbook

Author

DuBrin, Andrew

Title

Leadership: Research Findings, Practice, and Skills

Edition/Version

8th

Publisher

Cengage

Year

2016

Material Type

Textbook

Author

Lussier, Robert| Achua, Christopher

Title

Leadership: Theory, Application, & Skill Development

Edition/Version

6th

Publisher

Cengage

Year

2016

SECTION G - Diversity, Equity and Inclusivity

Course Codes (Admin Only)

CB10 Cooperative Work Experience Status

N - Is Not Part of a Cooperative Work Experience Education Program

CB11 Course Classification Status

Y - Credit Course

CB13 Special Class Status

N - The Course is Not an Approved Special Class

CB23 Funding Agency Category

Y - Not Applicable (Funding Not Used)

CB24 Program Course Status

Program Applicable

Allow Pass/No Pass

Yes

Only Pass/No Pass

No