

**Argosy University**  
**COURSE SYLLABUS**

*BUS380*

*Organizational Leadership and Change*

---

**Faculty Information**

**Faculty Name:** Dr. Andrea Crestan, PhD

**Campus:** San Francisco Bay Area

**Contact Information:** (510) 217-4785 or acrestan@argosy.edu

**Office Hours:** Tuesdays and Wednesdays from 10 am to 4 pm

**Short Faculty Bio:** A. Crestan received a PhD in Supply Chain Management from Lumière Lyon2 University (France). She has been working, within the framework of her faculty research and management consulting activity, on divers supply chain projects. Dr. Crestan has also served as an adjunct business and management instructor in France and has conducted professional seminars for companies and business associations, such as the Supply Chain Council (European Chapter). Her current research interests include Supply Chain Management (SCM), process modeling and reengineering (BPR) in the context of outsourcing, Project Management, and organizational development and change.

**Course description:** This course examines models and theories of organizational leadership and change management. Topics include alternative leadership roles and styles; attributes of effective leadership; managing change and methods for predicting change; critical drivers of effective change management processes; and evaluating the success of change interventions.

**Course Pre-requisites:** None

**Required Textbook:**

Lussier, R. & Achua, C. (2007). *Leadership*. (3/e). South-Western Educational Publishing. ISBN-13: 9780324316971

**Course length:** 7.5 Weeks

**Contact Hours:** 45 Hours

**Credit Value:** 3.0

### **Program Outcomes:**


- 1. Communication**
  - 1.1 Communicate business concepts effectively, both written and orally appropriate to the audience
- 2. Team**
  - 2.1 Define the attributes of an effective team member and leader and the characteristics of an effective team in reaching specific business goals
- 3. Cognitive**
  - 3.1 Problem Solving – Given a business problem, select and defend a business solution chosen from specific alternatives
  - 3.2 Information Literacy – Given a business research question, access information from a variety of sources, select appropriate sources to respond to a business question
- 4. Analysis/Application**
  - 4.1 Integration – Describe the interrelationship of the functional business areas of statistics, accounting, operations, finance, marketing, and strategy
- 5. Ethics/Diversity**
  - 5.1 Diversity – Identify the issues and challenges related to diversity in current business organizations
  - 5.2 Ethics – Identify the issues and challenges related to ethics in current business organizations



### **Course Objectives:**



1. Identify and analyze the ways that change affects organizations. **(Program Outcome(s): 1, 3.1, & 4)**
  - 1.1. Describe the types of change and their role in organizations.
  - 1.2. Describe the process of organizational-wide change.
  - 1.3. Describe the challenges and benefits of change in organizations.
  - 1.4. Describe the types of resistance to change that occur in organizations.
  - 1.5. Apply methods for overcoming resistance to change in organizations.
2. Gather information to use leadership skills to promote change in organizations. **(Program Outcome(s): 1, 3.1, & 4)**
  - 2.1. Identify methods for promoting change in organizations.
  - 2.2. Create mission and vision statements.
  - 2.3. Determine the type of change needed for an organization.
  - 2.4. Apply the skills needed to lead diverse types of change in organizations.
  - 2.5. Determine the leadership methods needed to ensure a successful change process.
3. Lead a change process that addresses issues of diversity and organizational learning. **(Program Outcome(s): 1, 2, 4, & 5.1)**


- 3.1. Identify the impact of cultural differences on change and leadership.
- 3.2. Apply leadership skills to enhance organizational learning.
- 3.3. Identify key role of leaders in implementing change.
- 3.4. Evaluate participative management in leading change.
- 3.5. Define guidelines of effective delegation.
- 3.6. Apply power and influence effectively to manage change.
4. Gather information and resources needed to define and achieve change goals. **(Program Outcome(s): 1, 2, 4, & 5.1)**
  - 4.1. Explain the importance of effective use of resources to leadership.
  - 4.2. Explore optimal allocation of resources and award to achieve desired goals.
  - 4.3. Utilize contingency models to improve leadership effectiveness.
  - 4.4. Understand relationship development and management.
  - 4.5. Explore challenges to managing teams in a multi-cultural environment.
5. Develop a strategic plan for promoting and leading change. **(Program Outcome(s): 1, 2, 3.1, & 4)**
  - 5.1. Integrate leadership theories and practice to solve a complex problem.
  - 5.2. Apply an integrated approach to leading change.
  - 5.3. Demonstrate how effective change management can move an organization to higher levels of effectiveness and efficiency.
  - 5.4. Define the role of upper-echelon leaders relevant to strategic leadership.
  - 5.5. Explore how current changes in organizations affect micro and macro (strategic) leadership.
  - 5.6. Define how leaders reflect the vision, mission and culture of an organization.
  - 5.7. Explore the ethical relationship between responsibility and accountability.
6. Develop a solutions focused plan to manage the timely and effective implementation of changes. **(Program Outcome(s): 1, 2, & 4)**
  - 6.1. Systematically evaluate changes for stakeholder relevancy.
  - 6.2. Apply methods to compare actual outcome with desired outcome.



## Assignment Table

Module	Module Topics	Readings	Assignments
<b>1</b>	<ul style="list-style-type: none"> <li>• Course Overview</li> <li>• Theories of Leadership</li> <li>• The Role and Impact of Leadership in Organizations</li> <li>• Leadership Traits and Ethics</li> <li>• Role of Leaders as Change Agents</li> </ul> <p><b>Due Date:</b> Sept. 5th</p>	Lussier & Achua Chapter 1 Chapter 2  Assignment 1.1.2	<p><b>Important notes:</b>                      The following assignments do NOT include the material that will be covered during the week-ed sessions. Assignments are due each week on the official due date for the course, as determined by the instructor and posted on the class online platform announcement board. Late submissions will most likely occur in a 10% reduction in grade. Submissions that are over two weeks late will simply not be graded. So, please plan your study time accordingly.</p> <p>All submissions must have a cover page and are going to be evaluated not only for content accuracy and depth of analysis (75%), but also presentation and writing style (25%). Your submissions MUST contain proper citations and references as per APA guidelines. See the following link for a good APA reference site: <a href="http://www.apastyle.org/electref.html">http://www.apastyle.org/electref.html</a>                      Also, use the APA checklist provided in this syllabus BEFORE submitting your work in a .rtf format.</p> <p><b>Assignment #1.1</b>                      In a few paragraphs, describe the Big Five personality dimensions.</p> <p><b>Assignment #1.2</b>                      Based on your readings, answer to the questions in the test file #1.2.</p> <p><b>Assignment #1.3</b>                      In a 2-3 page paper, discuss the following questions:</p> <ol style="list-style-type: none"> <li>1. How are the Achievement Motivation Theory and the Leader Profile related and different?</li> <li>2. Identify similarities and differences among Theory X and Theory Y, the Pygmalion effect, and self-concept.</li> <li>3. Compare the three levels of moral development.</li> </ol>
<b>2</b>	<ul style="list-style-type: none"> <li>• Organizational Change</li> </ul>	Lussier & Achua	<p><b>Assignment #2.1</b>                      In a few paragraphs, explain the differences between position and personal power?</p>

	<ul style="list-style-type: none"> <li>○ Identifying the Need for Organizational Change</li> <li>○ Advantages and Disadvantages</li> <li>○ The Change Process</li> <li>● Managing and Leading Change</li> <li>○ Overcoming Resistance to Change</li> </ul> <p><b>Due Date:</b> Sept. 10th</p>	<p>Chapter 3 Chapter 4 Chapter 11</p>  <p>Assignment 2.2</p>	<p><b>Assignment #2.2</b> Based on your readings, answers to the questions in the test file #2.2.</p> <p><b>Assignment #2.3</b> In a 2-3 page paper, discuss the similarities and differences among the three content motivation theories. Also, address the major similarities and differences among the three process motivation theories. Finally define motivation and state why it is important to know how to motivate employees (if applicable, used your own professional experience in that matter).</p>
3	<ul style="list-style-type: none"> <li>● Introduction to Organizational Culture</li> <li>○ Power of Organizational Culture</li> <li>● Impact of Cultural Differences in the Organization on Change Processes, Outcomes and Leadership</li> <li>○ Managing the Impact</li> <li>○ Resolving Conflicts</li> <li>● Applying Multiple</li> </ul>	<p>Lussier &amp; Achua Chapter 5 Chapter 6 Chapter 10</p>  <p>Assignment 3.2</p>	<p><b>Assignment #3.1</b> In a few paragraphs, distinguish between a weak and a strong culture.</p> <p><b>Assignment #3.2</b> Based on your readings, answers to the questions in the test file #3.2.</p> <p><b>Assignment #3.3</b> Senge et. al. wrote the Dance of Change, in which they explain the challenges of creating and sustaining change initiatives. They also address in detail the topic of learning organizations. Visit the following Web site: <a href="http://www.findarticles.com/p/articles/mi_qa3954/is_200104/ai_n8943656#continue">www.findarticles.com/p/articles/mi_qa3954/is_200104/ai_n8943656#continue</a></p> <p>Read the article on Senge's work. In a 3-4 page paper, explain the concept of a learning organization as related to the topic of leading change. Address also the following questions:</p> <ul style="list-style-type: none"> <li>● In what way does this extensive work on leadership and change assist us in managing the impact of change on organizations?</li> <li>● In what way does this work assist leaders in identifying methods for promoting</li> </ul>

	<p>Perspectives to the Change Process</p> <ul style="list-style-type: none"> <li>○ Promoting Change</li> <li>○ Mission and Vision Statements</li> </ul> <p><b>Due Date:</b> Sept. 17th</p>		<p>organizational change?</p>
<p><b>4</b></p>	<ul style="list-style-type: none"> <li>● Identifying Internal and External Resources</li> <li>● Managing Effective Allocation of Resources to Support Goals</li> <li>● Leveraging the Human Capital and Reward Systems</li> </ul> <p><b>Due Date:</b> Sept. 24th</p>	<p>Lussier &amp; Achua Chapter 6 Chapter 7</p>  <p>Assignment 4.2</p>	<p><b>Assignment #4.1</b> In a few paragraphs, identify two common approaches to getting feedback, and explain why they don't work. Also, describe the difference between criticism and coaching feedback.</p> <p><b>Assignment #4.2</b> Based on your readings, answers to the questions in the test file #4.2.</p> <p><b>Assignment #4.3</b> In a 3-4 page paper, list and explain the steps in the oral message-sending process as well as the three parts of the message-receiving process. Also define paraphrasing and state why it is used.</p> <p>Finally imagine the following case: Your organization has developed a new mission statement with three values. Management wants employees to implement the values on a daily basis. Which method of sending the message would be most appropriate to consistently remind employees to implement these values?</p>
<p><b>5</b></p>	<ul style="list-style-type: none"> <li>● Delegating Responsibility</li> <li>○ Effective Delegation Model</li> <li>○ Assigning Responsibility and Authority</li> <li>○ Challenges, Opportunities, and</li> </ul>	<p>Lussier, &amp; Achua Chapter 7 Chapter 8</p>  <p>Assignment 5.2</p>	<p><b>Assignment #5.1</b> Briefly describe the seven characteristics of effective teams.</p> <p><b>Assignment #5.2</b> Based on your readings, answers to the questions in the test file #5.2.</p> <p><b>Assignment #5.3</b> In a 2-3 page paper, discuss the advantages and disadvantages of working in teams and describe top management's and the team leader's roles in fostering creativity. For each of</p>

	<p>Obstacles</p> <ul style="list-style-type: none"> <li>• Leadership Ethics and Corporate Social Responsibility</li> <li>○ Compensation and Accountability</li> <li>○ Ethical Behavior and Role-Modeling</li> <li>○ Social Responsibility and Performance</li> </ul> <p><b>Due Date:</b> Oct. 1st</p>		<p>them, list activities they should undertake to promote creativity.</p>
<p><b>6</b></p>	<ul style="list-style-type: none"> <li>• Leading The Change Process</li> <li>○ Analyze Objectives and Goals</li> <li>○ Develop Key Strategies</li> <li>○ Design an Action Plan for the Change Process</li> <li>• Communicating the Action Plan to All Stakeholders</li> <li>• Implementing the Change</li> </ul> <p><b>Due Date:</b> Oct. 8th</p>	<p>Lussier &amp; Achua Chapter 9 Chapter 11</p>  <p>Assignment 6.2</p>	<p><b>Assignment #6.1</b> In a few paragraphs, explain Max Weber's conceptualization of charisma.</p> <p><b>Assignment #6.2</b> Based on your readings, answers to the questions in the test file #6.2.</p> <p><b>Assignment #6.3</b> In a 1-2 page paper, discuss the role of strategic leadership in the strategic management process. Then, describe the relevance of analyzing the internal and external environment to the strategic management process.</p>

7	<ul style="list-style-type: none"> <li>● Monitoring the Change Process <ul style="list-style-type: none"> <li>○ Evaluating the Action Plan for Effectiveness</li> <li>○ Communicating Results to Relevant Stakeholders</li> </ul> </li> <li>● Contingency Plans <ul style="list-style-type: none"> <li>○ Adjust Action Plan if Warranted</li> <li>○ Communicate Adjustment to Relevant Stakeholders</li> </ul> </li> </ul> <p><b>Due Date:</b> Oct. 15th</p>	Lussier & Achua Chapter 10 – 11  Assignment 7.2	<p><b>Assignment #7.1</b> In a few paragraphs, discuss how a code of ethics helps enforce ethical behavior in an organization</p> <p><b>Assignment #7.2</b> Based on your readings, answers to the questions in the test file #7.2.</p> <p><b>Assignment #7.3</b> In a 2-3 page paper, address the current factors or trends that make pre-crisis planning an important aspect of strategic leadership. What are the main components of a pre-crisis plan? Finally also describe the responsibilities of the crisis leader.</p>
8	<ul style="list-style-type: none"> <li>● Project Plan Guidelines <ul style="list-style-type: none"> <li>○ Sections of the Project Plan</li> <li>○ Compiling Data in the Project Plan</li> <li>○ Presenting the Project Plan</li> </ul> </li> </ul> <p><b>Due Date:</b> Oct. 20th</p>	Lussier & Achua as needed  Assignment 8.2	<p><b>Assignment #8.1</b> In a few paragraphs, explain the major obstacles often encountered in trying to achieve full diversity.</p> <p><b>Assignment #8.2</b> Based on your readings, answers to the questions in the test file #8.2.</p> <p><b>Assignment #8.3</b> In a 1-2 page paper, answer the following question: Do you agree that, in general, mean or tough bosses are not successful leaders? Elaborate the subject and bring your own professional experience into the paper.</p>

*Please note that course instructor reserves the right to modify and/or change parts of this syllabus as deemed necessary and with prior notice.*



## Grading Criteria

### Grading Scale

<b>A</b>	100 – 93
<b>A-</b>	92 – 90
<b>B+</b>	89 – 88
<b>B</b>	87 – 83
<b>B-</b>	82 – 80
<b>C+</b>	79 – 78
<b>C</b>	77 – 73
<b>C-</b>	72 – 70
<b>D+</b>	69 – 68
<b>D</b>	67 – 63
<b>D-</b>	62 – 60
<b>F</b>	59 and below

### Grading requirements

<i>Week-end session Attendance/participation</i>	25%
<i>Weekly Assignments</i>	50%
<i>APA respect</i>	25%
	100%

## APA Publication Manual – Writing Checklist

---

This checklist will help you to edit your APA research paper for correct formatting per APA 5<sup>th</sup> edition requirements. After writing your paper, check that you have done the following:

- The entire document is double-spaced.
- You used either Times New Roman or Courier in a 12 point font.
- You have used 1.0 inch margins on all four sides.
- Your entire document is written in past tense. When discussing current hypotheses and contributions (Introduction and Discussion), you may use present tense.
- You have numbered all pages in sequence starting with the Title page.
- You have avoided using personal pronouns and modifiers (e.g., my, me, I, our, we, etc.).
- Nothing in the document is bolded.
- You used five space paragraph indents throughout the body.
- Your title page contains:
  1. A right justified header that consists of 12 words followed by five spaces and the page number. Header must be inserted, not manually entered.
  2. A left justified running head with an abbreviated title that is capitalized and no more than 50 characters.
  3. Your full title (10-12 word maximum) centered on the page, followed on the next line by your name centered (no titles), followed on the next line by your institutional affiliation centered.

- ❑ Your abstract is no longer than 120 words. It is titled, Abstract, which appears centered on the first line. The first line of text is not indented.
- ❑ The full title also appears centered on the first line of the Introduction.
- ❑ Every work that is cited in the body is referenced on the Reference page. Likewise, every reference on the Reference page has been cited at least once in the body.
- ❑ To cite the work of others, you have either paraphrased or used a direct quote. Make sure all paraphrases have been cited using the author(s) names and dates of publication. Make sure all direct quotes:
  1. Have been cited using the author(s) names, dates of publication, and page number(s) from which the quote was taken.
  2. If quote is 39 or fewer words, it should appear in quotation marks.
  3. If a quote is 40 or more words, it should appear as an indented block without quotation marks.
- ❑ When citing others, you made every attempt to paraphrase instead of using quotes. However, if you used three or more consecutive words from the author(s), you must cite by direct quoting.
- ❑ The title References appears centered on the Reference page. References appear alphabetically by first author's last name. The first line of each reference is not indented. Subsequent lines are indented five spaces.
- ❑ Journal and Text names are italicized, not underlined. Volume numbers are italicized. Issue numbers appear in parentheses and are not italicized. You must include both the first and last page numbers on journal article references.
- ❑ Make sure that electronic (Internet) sources have been referenced correctly (see Manual).
- ❑ Make sure you have performed a spelling and grammar check on the completed document.
- ❑ Make sure that you have thoroughly cited, so that no material has been plagiarized!

▣ Your content, organization, and headings are appropriate. Most assignments or research papers will need no more than three heading levels (level 1, 2, and 4-See pages 114-115 in your APA guide). Make sure your essay contains a strong problem statement ( if applicable).

---

*Important note: Completing this checklist does not guarantee you an “A” grade on your paper. Each research project/paper has different details and requirements. You are responsible for knowing your project/assignment details and parameters, as outlined in the APA Manual and/or your course syllabus.*

### **Library:**

*All resources in Argosy University’s online collection are available through the Internet. The campus librarian will provide students with links, user IDs, and passwords.*

Library Resources: Argosy University’s core online collection features nearly 21,000 full-text journals and 23,000 electronic books and other content covering all academic subject areas including Business & Economics, Career & General Education, Computers, Engineering & Applied Science, Humanities, Science, Medicine & Allied Health, and Social & Behavior Sciences. Many titles are directly accessible through the Online Public Access Catalog at <http://library.argosyu.edu>. Detailed descriptions of online resources are located at <http://library.argosyu.edu/misc/onlineblist.html>.

In addition to online resources, Argosy University’s onsite collections contain a wealth of subject-specific research materials searchable in the Online Public Access Catalog. Catalog searching is easily limited to individual campus collections. Alternatively, students can search combined collections of all Argosy University Libraries. Students are encouraged to seek research and reference assistance from campus librarians.

Information Literacy: Argosy University’s Information Literacy Tutorial was developed to teach students fundamental and transferable research skills. The tutorial consists of five modules where students learn to select sources appropriate for academic-level research, search periodical indexes and search engines, and evaluate and cite information. In the tutorial, students study concepts and practice them through interactions. At the conclusion of each module, they can test their comprehension and receive immediate feedback. Each module takes less than 20 minutes to complete. Please view the tutorial at <http://library.argosyu.edu/infolit/>

### **Academic Policies**

**Academic Dishonesty/Plagiarism:** In an effort to foster a spirit of honesty and integrity during the learning process, Argosy University requires that the submission of all course assignments represent the original work produced by that student. All sources must be documented through normal scholarly references/citations and all work must be submitted using the *Publication Manual of the American Psychological Association, 5<sup>th</sup> Edition (2001)*. Washington DC: American Psychological Association (APA) format. Please refer to Appendix A in the *Publication Manual of the American Psychological Association, 5<sup>th</sup> Edition* for thesis and paper format. Students are encouraged to purchase this manual (required in some courses) and become familiar with its content as well as consult the Argosy University catalog for further information regarding academic dishonesty and plagiarism.

**Scholarly writing:** The faculty at Argosy University is dedicated to providing a learning environment that supports scholarly and ethical writing, free from academic dishonesty and plagiarism. This includes the proper and appropriate referencing of all sources. You may be asked to submit your course assignments through “Turnitin,” ([www.turnitin.com](http://www.turnitin.com)), an online resource established to help educators develop writing/research skills and detect potential cases of academic dishonesty. Turnitin compares submitted papers to billions of pages of content and provides a comparison report to your instructor. This comparison detects papers that share common information and duplicative language.

#### **Americans with Disabilities Act Policy**

It is the policy of Argosy University to make reasonable accommodations for qualified students with disabilities, in accordance with the Americans with Disabilities Act (ADA). If a student with disabilities needs accommodations, the student must notify the Director of Student Services. Procedures for documenting student disability and the development of reasonable accommodations will be provided to the student upon request.

Students will be notified by the Director of Student Services when each request for accommodation is approved or denied in writing via a designated form. To receive accommodation in class, it is the student’s responsibility to present the form (at his or her discretion) to the instructor. In an effort to protect student privacy, the Department of Student Services will not discuss the accommodation needs of any student with instructors. Faculty may not make accommodations for individuals who have not been approved in this manner.

#### **The Argosy University Statement Regarding Diversity**

The Argosy University provides equitable access through its services and programs to students of any social, geographic and cultural background, regardless of gender, and strives to prepare all candidates to work with and provide services to diverse populations. Argosy demonstrates its commitment to diversity through the development and support of a diverse educational community.