



**COWLEY COLLEGE  
& Area Vocational Technical School**

**COURSE PROCEDURE FOR**

**ORGANIZATIONAL LEADERSHIP  
LED1449 3 Credit Hours**

**Student Level:**

This course is open to students on the college level in either the freshman or sophomore year.

**Catalog Description:**

**LED1449 - ORGANIZATIONAL LEADERSHIP (3 hrs)**

The purpose of this course is to provide the student with a clear understanding of the importance of human behavior within the organization, as well as differences between leadership and management at the organizational level. Upon completion of the course, the student will be able to implement effective leadership and managerial styles to ensure organizational and personal effectiveness.

**Prerequisite:**

None.

**Controlling Purpose:**

This course is designed to provide the student with a clear understanding of the importance of human behavior within the organization, as well as differences between leadership and management at the organizational level.

**Learner Outcomes:**

Upon completion of the course, the student will be able to implement effective leadership and managerial styles to ensure organizational and personal effectiveness.

**Units Outcomes and Criterion Based Evaluation Key for Core Content:**

The following defines the minimum core content not including the final examination period. Instructors may add other content as time allows.

**Evaluation Key:**

- A = All major and minor goals have been achieved and the achievement level is considerably above the minimum required for doing more advanced work in the same field.
- B = All major goals have been achieved, but the student has failed to achieve some of the less important goals. However, the student has progressed to the point where the goals of work at the next level can be easily achieved.
- C = All major goals have been achieved, but many of the minor goals have not been

achieved. In this grade range, the minimum level of proficiency represents a person who has achieved the major goals to the minimum amount of preparation necessary for taking more advanced work in the same field, but without any major handicap of inadequacy in his background.

- D = A few of the major goals have been achieved, but the student's achievement is so limited that he is not well prepared to work at a more advanced level in the same field.
- F = Failing, will be computed in GPA and hours attempted.
- N = No instruction or training in this area.

### UNIT 1: INTRODUCTION TO ORGANIZATIONAL BEHAVIOR

Outcomes: The student will gain an understanding of the basic concepts of organizational behavior.

A	B	C	D	F	N	Specific Competencies
						The student will demonstrate the ability to:
						Define and describe organizational behavior.
						Describe the emergence of organizational behavior.
						Describe contemporary organizational behavior.
						Discuss the role of organizational behavior in management and leadership.
						Identify and discuss contemporary managerial and leadership challenges.
						Discuss the role of organizational behavior in managing for effectiveness.
						Describe the nature of diversity in organizations.
						Discuss the emergence of international management.
						Identify and explain key dimensions of diversity.
						Describe the fundamental issues in leading a multicultural organization.

### UNIT 2: INDIVIDUAL PROCESSES IN ORGANIZATIONS

Outcomes: The student will study individual processes in organizations.

A	B	C	D	F	N	Specific Competencies
						The student will demonstrate the ability to:
						Explain the nature of the individual-organization relationship.
						Define personality and describe personality attributes that affect behavior in organizations.

						Discuss individual attitudes in organizations and how they affect behavior.
						Describe basic perceptual processes and the role of attributions in organizations.
						Discuss the causes and consequences of stress and how stress can be managed.
						Explain how workplace behaviors can directly or indirectly influence organizational effectiveness.
						Characterize the nature of motivation, including its importance and basic historical perspectives.
						Describe the need-based perspectives on motivation.
						Explain the major process-based perspectives on motivation.
						Describe learning-based perspectives on motivation.
						Explain the relationship between motivation and employee performance.
						Discuss job design, including its evolution and alternative approaches.
						Describe the relationship among participation, empowerment and motivation.
						Identify and describe key alternative work arrangements.
						Describe goal setting and relate it to motivation.
						Discuss performance management in organizations.
						Identify key elements in an effective organizational reward system.
						Describe the issues and processes involved in managing reward systems.

### UNIT 3: INTERPERSONAL PROCESSES IN ORGANIZATIONS

Outcomes: Students will gain an overview of interpersonal processes in organizations, including group interactions and team issues.

A	B	C	D	F	N	Specific Competencies
						The student will demonstrate the ability to:
						Discuss how communication can be managed in organizations.
						Define a group.
						Discuss the types of groups commonly found in organizations.
						Describe the general stages of group development.

						Discuss the major group performance factors.
						Describe intergroup dynamics.
						Explain conflict in organizations.
						Discuss methods for managing group and intergroup dynamics.
						Differentiate teams from groups.
						Discuss the benefits and costs of teams in organizations.
						Describe various types of teams.
						Explain how organizations implement the use of teams.
						Discuss essential team issues.

**UNIT 4: LEADERSHIP AND DECISION MAKING PROCESSES IN ORGANIZATIONS**

Outcomes: The student will gain an understanding of leadership and decision making processes in organizations.

A	B	C	D	F	N	Specific Competencies
						The student will demonstrate the ability to:
						Characterize the nature of leadership.
						Trace the early approaches of leadership.
						Describe the LPC theory of leadership.
						Discuss the path-goal theory of leadership.
						Describe Vroom’s decision tree approach to leadership.
						Discuss contemporary approaches to leadership.
						Characterize leadership as influence.
						Discuss influence-based approaches to leadership.
						Describe key leadership substitutes.
						Explain power in organizations.
						Discuss power and organizational politics.
						Describe impression management.
						Describe the nature of decision making.
						Discuss the decision making process for a variety of perspectives.
						Explain related behavioral aspects of decision making.

						Describe group decision making in organizations.
						Discuss negotiations in organizations.

**UNIT 5: ORGANIZATIONAL PROCESSES AND CHARACTERISTICS**

Outcomes: The student will gain an understanding of organizational processes and characteristics.

A	B	C	D	F	N	Specific Competencies
						The student will demonstrate the ability to:
						Identify the factors and several popular approaches that determine how an organization should be designed.
						Define organizational culture and explain how it affects employee behavior.
						Explain how to create an organizational culture.
						Discuss two different approaches to describing culture in organizations.
						Identify important emerging issues in organizational culture.
						Discuss the key elements of managing organizational culture.
						Summarize four dominant forces for change in an organization.
						Describe the process of planned organization change as a continuous process.
						Discuss several approaches to organization development.
						Explain organizational and individual sources of resistance to change.
						Identify six keys to managing successful organization change and development.

**Projects Required:**

Projects may vary according to the instructor.

**Textbook:**

Contact Bookstore for current textbook.

**Materials/Equipment Required:**

Computers and printers.  
Internet.

**Attendance Policy:**

Students should adhere to the attendance policy outlined by the instructor in the course syllabus.

**Grading Policy:**

The grading policy will be outlined by the instructor in the course syllabus.

**Maximum class size:**

Based on classroom occupancy

**Course Timeframe:**

The U.S. Department of Education, Higher Learning Commission and the Kansas Board of Regents define credit hour and have specific regulations that the college must follow when developing, teaching and assessing the educational aspects of the college. A credit hour is an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally-established equivalency that reasonably approximates not less than one hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class student work for approximately fifteen weeks for one semester hour of credit or an equivalent amount of work over a different amount of time. The number of semester hours of credit allowed for each distance education or blended hybrid courses shall be assigned by the college based on the amount of time needed to achieve the same course outcomes in a purely face-to-face format.

**Refer to the following policies:**

[402.00 Academic Code of Conduct](#)

[263.00 Student Appeal of Course Grades](#)

[403.00 Student Code of Conduct](#)

**Disability Services Program:**

Cowley College, in recognition of state and federal laws, will accommodate a student with a documented disability. If a student has a disability which may impact work in this class and which requires accommodations, contact the Disability Services Coordinator.