

LEADERSHIP IN ORGANIZATIONS (CRN 22883 LDST 302-01)

Syllabus - Fall 2007

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| Instructor: | Charles M. Metzgar |
| Class Meeting Time: | Tues/Thurs – 9:45-11 AM |
| Class Location: | Jepson Hall, 106 |
| Instructor's Office Location: | Jepson Hall (see Sue Murphy) |
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THE RELATIONSHIP: ORGANIZATIONS AND YOU

Most of you will spend all or a large portion of your work life in the context of an organization, large or small (e.g. corporation, government agency, non-profit organization, or educational institution). This may conjure up images of highly structured bureaucracies where creativity, significant personal and professional contributions, rewarding collegial alliances, and friendships are unattainable and unrealistic goals.

Although large scale bureaucracies are a reality, there is a continuing revolution occurring in today's organizations that is shifting them away from impersonal hierarchical structures toward more open networks of people collaborating to achieve common mutual goals. This revolution or transition is by no means complete nor will it apply to all organizations.

Due to the growth of the internet, companies like Google and mass collaborations like "Wikopedia", Linux, YouTube and MySpace, the trend is heightening and is penetrating a broad spectrum of organizations. One of the most remarkable shifts is the movement toward new and inspirational forms of 'leadership' in organizations that focus on people, vision, values and collaboration.

You will be able to participate in this revolution and influence the direction, purpose, and quality of life in organizations. The first liberating step in this process is to recognize that **an organization is a collection of people united by purpose and structure to achieve a common set of goals**. No matter how established or structured an organization has become, people initiated and perpetuated the organization, and **people can change it**. The key is leadership that inspires mutual willingness among the organization's participants to engage in constant renewal of values and vision-oriented direction.

PURPOSE AND OBJECTIVES

The purpose of this course is to understand leadership and develop leadership in the context of organizations. In order to achieve this purpose the course will have the following objectives:

- To understand current issues, problems and opportunities present in organizations;
- To examine the alignment of key human resource factors on the success of an organization;
- To analyze how effective leadership can impact the organization and shape the development of its vision, values, mission, goals and culture;
- To understand the leader-follower relationship in organizations;
- To distinguish between leadership and management and to understand areas of shared responsibility;
- To experience practical aspects of leadership by working within organizations in the Richmond area;
- To practice leadership in the classroom and contribute to the learning of others; and
- To learn to work in teams and achieve mutual goals.

COURSE SUMMARY:

Part 1: During this portion, three teams will spent approximately 4 hours per week over five

weeks in three different organizations in the greater Metropolitan Richmond area, write three papers, and make a formal presentation of your midterm paper to senior management of the organization they are observing.

Part 2: The class will create and develop their own organization from scratch, from service/product, vision, mission, goals and values, to culture and personal/professional development, and other key components in between; write three papers, and develop a final report and make a presentation to representatives of their host organizations, University of Richmond faculty and staff, and me.

REQUIRED TEXT AND READINGS

- Hickman, G.R, (ed.). (1998). *Leading Organizations: Perspectives for a New Era*. Thousand Oaks: Sage Publications. (Here after referred to as “Hickman”. This is the lead textbook and will be used throughout the semester in the class.
- Specific chapters/articles from the following books will also be used; all can be found in E-Reserve in Boatwright Library.
 - Tichy, Noel M. with Nancy Cardwell. (2002). *The Cycle of Leadership: How Great Leaders Teach Their Companies to Win*. Harper Business: Harper Collins Publishers. (Here after referred to as “Tichy”)
 - Nalbanthian, Haig R, and Guzzo, Richard A., and Kieffer, Dave, and Doherty, Jay (2004). *Play To Your Strengths*. McGraw-Hill. (Here after referred to as “Nalbanthian”)
 - Burns, James MacGregor. (2003). *Transforming Leadership: A New Pursuit of Happiness*. Grove Press. (Here after referred to as “Burns”)
 - Tapscott, Don, and Williams, Anthony D. (2006). *WIKINOMICS: How Mass Collaboration Changes Everything*. The Penguin Group. (Here after referred to as “Tapscott”)
 - Friedman, Thomas L. (2005). *The World Is Flat: A Brief History of The Twenty-First Century*. Farrar, Straus and Giroux. (Here after referred to as “Friedman”)

COURSE OUTLINE AND REQUIRED READINGS

PART 1: FUNDAMENTAL ISSUES IN ORGANIZATIONAL LEADERSHIP

Goal: To understand leadership and innovation concepts, theories, and issues in the context of organizations.

WEEK 1 The Changing Environment of 21st Century Organizations

August 28

- Overview of course; discussion of syllabus
- Selection of organization to be studied during Weeks 1-5 and Team assignment; see pp. 12 for organizations we will study this semester and their contact information.
- Contact your assigned organization now and meet with them by August 31. (Guidelines and Responsibilities; pp. 11).
- Discussion of “the leadership process and the values” that hold great organizations together.

- Development of Team Compacts/Agreements (See Expectations) pp. 10.

August 30

Readings: Hickman, Introduction (pp. xiii-xv), pp. 1-3, Ch.1, 4 (pp. 29-32), 5, 53; Tapscott, Ch.1.

- Discussion of readings
- Turn in Team Compact

WEEK 2 The Inherent Factors That Come With The Territory In Leading An Organization

September 4

Readings: Hickman – pp. 51-53, Ch. 8; Nalbanthian – Introduction, pp. 1-16, Ch. 4, pp. 73-79, Ch. 12, pp. 201-212

- Organizational progress to date
- Discussion of Readings

September 6

Readings: Hickman – pp. 93-95, Ch. 10-13, 17. Friedman, Ch. 1.

- Organizational progress

Note: Many of the Hickman readings provide a review of several contemporary leadership theories that you learned in the Theories and Models of Leadership course including transformational, transactional, charismatic, and servant leadership.

- Discussion of readings

Week 3 Leadership Concepts and Theories

September 11

- Team 1 leads discussion. What did each team find in its assigned organization concerning questions 1-4 in Paper #1 (shown on pp. 13 and below)?
 1. What are the major factors or issues that influence organizations today?
 2. How have and how will these factors or issues change organizations in general and your organization?
 3. What requirements and responsibilities do organizations place on leaders in the environment you describe from Questions 1 & 2 above?
 4. What is human capital strategy and alignment, and why is it important? Give examples of it's alignment within your organization?
- What are the similarities and difference among the three organizations? Team 1 works with the class to analyze and record findings and submits findings in a two page written summary to the instructor at the beginning of the following class.

September 13

- Paper #1 due from all teams: pp. 13.
- Team 2 leads discussion. What did each team find in its assigned organization concerning question 1 in Paper # 2 (shown on pp. 13 and below)?
 1. Using the leadership theories and concepts presented in the readings, what type of leadership (servant, transactional, transforming, etc.) will 21st century

organizations need in general to help them deal with the types of issues identified in Paper 1? Be specific. Explain how these theories or styles can help resolve or handle the issues you identified in Paper 1.

- What are the similarities and difference among the three organizations? Team 2 works with the class to analyze and record findings. Submit findings in a two page written summary to the instructor at the beginning of the following class.

WEEK 4 Leader-Follower Relationships

September 18

- Team 3 leads discussion. What did each team find in its assigned organization concerning questions 2-3 in Paper #2 (on pp. 13 and below)?
 2. How are leader-follower relationships changing in organizations? Specifically address how they are changing with the advent of technology (e.g. virtual organizations, telecommuting, mass collaboration, etc.)
 3. What can the leader(s) do to assure that the leader-follower relationships that you described are developed and maintained?
- What are the similarities and difference among the three organizations? Team 3 works with the class to analyze and record findings. Submit findings in a two page written summary to the instructor at the beginning of the following class.
- Each team must call their host organization this week and schedule the date for their mid-term presentation of Paper #3 to them; the date should fall between October 1-12. You should plan on at least 1 hour for the presentation and Q&A; and all team members must be part of the presentation. I will attend your presentation for grading purposes so please let me know the date you schedule.

September 20

Readings: Hickman – pp. 177-179, Ch. 18-20. Burns – Ch. 12.

- Discussion of readings
- Paper #2 due: pp. 13.

WEEK 5

September 25

- This day is devoted to a discussion of your organization; their values and the leadership process. Each of you should bring a written summary outline for questions 1-3.
 1. What are the “values” that characterize your organization?
 2. What is the process used by the leadership to impart the values to employees? How do they come alive, who makes the values come alive and what actions are taken to do so?
 3. Do you observe and detect any direct or indirect leadership process at work?, Is it aligned and integrated throughout the organization? What cultural environment does it produce? Is it positive or negative, strong or weak?

September 27

Readings: Hickman, Ch. 33-34;

- Continue discussion of September 25 on “the values and leadership process” within your organization.
- Discussion of readings

- Peer evaluations of Team Members (Part 1 of Class), pp. 23.

PART 2:

Goal: To build your own organization using leadership concepts and theories and your recent organizational experiences.

WEEK 6 Selecting an Organization

October 2

Paper #3 due: pp. 14

-In addition to submitting this Paper for grading, your team will present it to your host organization in summary form at some agreed upon date between October 1 and October 12.. In effect this Paper and Presentation will be considered and graded as a mid-term exam. (See Grading, pg. 21 as to how this fits with the total grade for the semester.) It will demonstrate to your host organization and me that you have been observing, analyzing, reading, and participating in all the learning process during the first 5 weeks of this total experience.

-The purpose of this work and paper is for you to identify the leadership styles present in the organization and try to find and explain the “leadership process and values”, which define this organization. What does this “process” produce; a successful, vibrant organization with actively engaged, productive employees, or something else?

Readings: Review Part 2 of Syllabus; pp. 15-19.

- Return Peer Evaluation of Team Members for Part 1 of class
- Select new teams for Part 2 of class
- Begin brainstorming to select the organization..

October 4

- Brainstorming “to select the organization” continued; selection of the type of organization must be accomplished today.

WEEK 7

October 9

- Begin discussion of the service/product to be provided by the organization.

October 11

- The service/product must be chosen today.

WEEK 8

October 16--Fall Break

October 18

- Readings: Hickman – pp. 268-278, pp. 407-408 (*Building Organizational Capacity*), Ch. 42-44.
- Refinement of the service/product.

WEEK 9 Vision, Mission, Goals & Values

October 23

Readings: Hickman – pp. 227-229, Ch. 23-25, 33, 34, & pp. 261-268.

- Discussion of readings.
- Team 1 distributes articles relevant to their assignment to other teams; pp. 16
- Read the project team assignment for Team 1 in the Explanation of Assignments section: pp. 16.

October 25

- Paper # 4 below and pg. 16, due from Teams 2 & 3; delivered to Team 1 to use in preparation for their presentation October 30.
- Discussion of October 23 readings and review of the vision, mission, goal, and values of each of your host organizations.
- **Team Application Paper #4: Answer the questions below based on the readings and therefore for organizations in general, and then specifically as requested for your new organization.**

Vision & Mission

- Why are Vision and Mission important to an organization?
- Propose a Vision and Mission Statement for your organization.
- What can the leadership do to engage others in the Vision and Mission?

Goals

- Propose several critical goals for the first and second years (Short Term Goals) and third through fifth years (Long Term Goals).

Values

- Why is a Statement of Values important to an organization?
- Propose a Statement of Values.

Describe your approach and/or recommendations for:

- engaging organizational participants including managers, employees and/or team members and other stakeholders in developing the Vision, Mission and Values,
- inspiring organizational participants to adopt and support them, and aligning your culture with them

WEEK 10

October 30

- Team 1 presents their recommendations on their team assignment, pp. 16.
 - Paper #4 to Instructor.
 - Read the project team assignment for Team 2 in the Explanation of Assignments section, pp. 16-17.
 - Team #2 distributes articles relevant to their assignment to other teams; pp. 16-17.

November 1

- *Readings:* Hickman – pp. 279-281, Ch. 27-30, pp. 405-409;
- Continue Vision, Mission, Goals and Values. Team 1 leads.

WEEK 11 Leadership & Organizational Structure

November 6

- Decide on final Vision, Mission, Goals and Values. Team 1 leads.
- Paper #5 below, due from Teams 1 & 3; delivered to Team 2 to use in preparation for their presentation November 8
- **Team Application Paper #5: Answer the questions below based on the readings and therefore for organizations in general, and then specifically as requested for your new organization.**
- ***Read the project team assignment for Team 2: pp. 16-17.***
- Leadership Style
 - What style of leadership, or combination of styles, is most appropriate for the Vision, Mission and Values of your organization?
 - Based on the type of leadership identified above, develop an operational leadership style and model that is most appropriate for your organization. Describe the role and responsibilities of the leadership.
 - Propose and describe how the system of accountability and decision making will work in your organization; in doing so delineate between major and minor decisions and give examples.

Organizational Structure & Decision Making

- Why is the issue of organizational structure and decision making an important element in the leadership of organizations and what issues should be considered in the development of your organization's leadership and organizational structure and decision making?
- How is organizational structure and decision making changing as we approach the 21st century?
- Develop a written organization chart with rationale for your approach.
- Propose the # of employees needed for your organization, where they fit, and their functions.

November 8

- Team 2 presents their recommendations on their teams' assignment; pp. 16-17.
- Read the project team assignment for Team 3 in the Explanation of Assignments section (pp. 17-18);
- Team # 3 distributes articles relevant to their assignment to other teams; pp 17-18.
- Readings: Hickman – pp. 321-325, Ch. 31-32, 35, 37, 39, pp. 406 to middle of 407 & bottom of 408 to 409; 40-41 & 45.
- Paper # 5 to Instructor.

WEEK 12 Organizational Culture, Personal & Professional Development, and Social Responsibility

November 13

Readings:

- Readings: Hickman pp. 495-497, Ch. 46-52 (find web sites for Personal & Professional Development)
- The Leadership and Organizational Structure must be agreed upon by today. Team #2 leads.

- Paper # 6 below, due from Teams 1 & 2; delivered to Team 3 to use in preparation for their teams' presentation November 15.

Team Application Paper #6: Answer the questions below based on the readings and therefore for organizations in general, and then specifically as requested for your new organization.

Organizational Culture

- What is organizational culture and why is important to an organization?
- Using the readings and your prior host organization as a guide, propose the components of the organizational culture for your new organization.

Personal and Professional Development

- What is the difference between Personal and Professional Development in an organizational setting?
- How do organizations develop human/individual capabilities and why is this important for an organization?
- Develop a plan for your organization that will generate personal and professional development and provide specific examples.

Social Responsibility

- In what type of social responsibility/enterprise should the organization engage?
- Recommend a plan for your organization to contribute or provide service to society. How will leaders and team members participate?

November 15

- Team 3 presents their recommendations on their teams' assignments, pp. 17-18.
- Paper # 6 to Instructor.

WEEK 13

November 20

- Continue on Organizational Culture, Personal/Professional Development and Social Responsibility. Team #3 leads.

November 27

- The Organizational Culture, Personal/Professional Development and Social Responsibility must be decided today. Team 3 leads.

WEEK 13 – Putting the Organization Together

November 29

- Selection of Leadership, Editing and Presentation teams for the final exam (Paper & Presentation).
- Planning session; Begin to make adjustments to each Teams' final recommendations. Leadership Team leads.

December 4

- Planning session. Leadership Team leads.
- Each team provides their final edited paper to the Editing Team.
- Peer evaluations for Part 2 of course distributed to class.

Week 14

December 6

- Planning session. Leadership Team leads.
- Peer evaluations collected.

December 17

Final Exam – 8:30-11 AM; Presentation of the New Organization

- Oral presentation and final written paper due.

Expectations: Class, Attendance, Peer Evaluations, Team Compacts

In class:

Role and responsibilities of the *instructor* and *students*:

Based on my teaching and leadership philosophy, it is my intention to serve as a **consultant, coach, mentor, facilitator, and co-leader.**

The class begins with the assumption that you are highly capable of leading a considerable amount of your own learning, and you will have my active support as your instructor in this effort. This means that you will share in the leadership of the class. Your participation and involvement will be the mechanism through which learning and leadership will take place.

Therefore, **your full engagement** is required in:

- Class attendance and participation
- Preparation for work in class by completion of reading and written assignments;
- Teaching/leading designated class sessions;
- Providing written evaluations of papers from your colleagues;
- Researching and sharing information from outside resources including visits to organizations; and
- Group and class participation in building an organization.

A considerable amount of teamwork has been designed into the course intentionally in order to prepare you for the type of teamwork that you will probably encounter in organizations where you will eventually work.

Readings

Each student is responsible for **completing all of the assigned readings** for the class sessions and papers. Because you will be building your own organization as a class, all readings are required in order to understand how the whole organization fits together.

Attendance

Attendance is required and it is factored into the class participation grade.

Accountability

- *Team* – The **whole team is accountable for each paper** that is submitted and team members must sign each paper as a representation of their participation in its preparation. This means that all team members need to provide information and input about the readings, organization visits and content of the paper. Do not assign this responsibility to one or two team members each week.

Peer evaluation of each team member's contributions, class, and group participation and attendance: pp. 23.

Team members will be asked to evaluate each other's contributions, participation, and attendance in team assignments in and out of class. Each team member is expected to exercise responsibility toward the goals of the team and toward each other.

Team Compact Agreement Guidelines

Each team needs to develop its own compact/agreement that describes team members' responsibilities to each other and submit it to the instructor. Since you will be evaluating each other's contributions to the team and class, you can use your compact/agreement as a way to evaluate contributions. The compact should include, but not be limited to, expectations about:

- a. attendance at team meetings;
- b. attendance at and participation in site visit;
- c. preparation for team meetings (e.g. completion of readings, collection of data, articles or other information, drafts of sections for papers, etc.);
- d. quality and quantity of participation in team meetings;
- e. quality and quantity of participation in class presentations; and
- f. contribution to written reports.

PART 1 – (FIRST HALF OF COURSE); GUIDELINES, ASSIGNMENTS AND PAPERS (1-3)

Guidelines For Visits To Your Organizations:

- A contact person for your team has been identified within each organization.
- Each team should accumulate at least 25 interviews and attend at least 5 meetings over the 5 week period to prepare Fundamental Issues Paper #3.
- **Get organized *before*** you call the host organization's contact person.
 - All team members must attend the first visit to the organization together.
 - Designate a **team spokesperson** to call the organization's contact person with information for the whole team.
 - Email a weekly schedule of the dates and times that team members are available to the organization's contact person in advance of the coming week. Ask the contact person to respond to the team spokesperson with all the confirmed meetings and interviews, dates and times. Make all schedule adjustments between the organization contact person and the team spokesperson.
 - Once you commit to visiting the organization on a specific day and time – **be there!**
 - Remember that you represent the Jepson School and UR; therefore, you are a representative image of the caliber and performance of our students in the minds of your host organization. The organizations represent potential employers and internship sites for students – maybe, even you!
- At the end of your five weeks in the organization, the contact person and others will have an opportunity to **evaluate your performance as a team: pp. 24-26.** *Note: You are not expected or required to provide the organization with a copy of your first two Fundamental Issues Papers; your final Fundamental Issue Paper, Paper #3, will be submitted to your organization as described on pg.5.*
- Before leaving the organization invite two representatives from your host organization to attend the class' oral presentation in December on final exam day.

Collecting Information From Your Organization:

Each team should interview from all levels of the organization (top, middle, and entry levels; **at least 50% of the employees you interview over the next 5 weeks of meetings must be held with entry level and mid-level, non-supervisory employees.**

The following is the list of organizations participating during the first half of the semester; the contacts, address, phone number, email, etc.

Mercer Human Resource Consulting

Three James Center
1051 East Cary Street
Suite 900
Richmond, Virginia 23219
Sponsor: Dave Hilborn
Principal and Office Head
(804) 344-2600: phone
(804) 344-2601: fax
Email: david.hilborn@mercerc.com
Coordinator: Samone Brannon-Holmes
Administrative Assistant
(804) (804) 344-2600: phone
(804) (804) 344-2601: fax
Email: samone.holmes@mercerc.com

Capital One Services, Inc.

15000 Capital One Drive
Richmond, VA 23238
Sponsor: Doug Pick
Executive
(804) 284-1400: phone
(804) 284-5200: fax
(804) 347-0800: cell
Email: Doug.pick@capitalone.com
Coordinator: Emma Madison
Administrative Assistant
(804) 284-6177: phone
Email: emma.madison@capitalone.com

Play

1801 East Cary St
Richmond, VA 23223
Sponsor: Andy Stephanovich
President
(804) 644-2200: phone
(804): 775-2289: fax
Email: andy@lookatmorestuff.com
Coordinator: Kara Franey
(804) 644-2200: phone
Email: kara@lookatmorestuff.com

Team Fundamental Issues Papers #1-3

Instructions for Completing All Team Fundamental Issues Papers

- Attach to each Paper a list of employees interviewed and meetings attended by each team member.
- Papers 1-3 in Part 1 of the course should be approximately 6 single spaced pages (12-pt. font) with appropriate citations in the text of the paper. An additional page may be added if necessary.
- Paper #3 in Part 1 of the course should follow the prescribed format as shown on pp. 14.
- All readings should be incorporated into your analysis in a meaningful way. Just mentioning or summarizing each one is not enough.
- Grading; See the Evaluation Form to be used; pp. 22

Team Paper #1:

Focus: The changing nature of organizations, in general from the readings and your specific organization, and the inherent factors that come with the territory when one leads an organization.

Questions; Answer the following questions based on the readings and therefore organizations in general, and the organization your team is studying.

1. What are the major factors or issues that influence organizations today?
2. How have and how will these factors or issues change organizations?
3. What requirements and responsibilities do organizations place on leaders you describe from Questions 1 & 2 above?
4. What is human capital strategy and alignment and why is it important? Give several examples of it's alignment within your organization?

Team Paper #2

Focus: Examination of leadership theories/concepts in the organizational context and leader-follower relations in organizations; in general from the readings and specifically from your organization.

Questions; Answer the following questions based on the readings and therefore organizations in general, and the organization your team is studying.

1. Using the leadership theories and concepts presented in the readings, what type of leadership (servant, transactional, transforming, etc.) will 21st century organizations in general need to help them deal with the types of issues identified in Paper 1? (Be specific. Explain how these theories or styles can help resolve or handle the issues you identified in Paper 1.
2. How are leader-follower relationships changing in organizations? Specifically address how they are changing with the advent of technology (e.g. virtual organizations, telecommuting, mass collaboration, etc.)
3. What can the leader(s) do to assure that the leader-follower relationships that you described in answer to Q2 are developed and maintained?

Team Paper #3 and Presentation

Focus: The leadership style and process as demonstrated at your host organization.

In addition to submitting this Paper for grading, your team will also present it to your host organization in summary form at an agreed upon date between October 1 and October 12. In effect this Paper and Presentation will be considered and graded as a mid-term exam. (See Grading, pg. 24 as to how this fits with the total grade for the semester.) It will demonstrate to your host organization and me that you have been observing, analyzing, reading, and participating in all the learning process during the first 5 weeks of this total experience.

The report should follow the format below:

-Background

-Identify Team Members.

-Describe the Purpose and Methodology Used In Observing Your Organization.

-Summary of the Key Concepts of Leadership (from literature / class).

-Give definitions and describe the models/styles.

-Summary of the Major Factors and Issues Influencing Organizations Today.

-Which, if any, do you observe as affecting your organization?

-Summary of Observations of Leadership in Your Organization.

-Current state:

- What leadership styles currently exist?
Are they consistent in all departments/ functions/ locations you observed?
Give examples to support your observations.
Is there a prevalent leadership style within your organization?
 - What strengths / advantages does this style give your organization?
 - What weaknesses / disadvantages does it create?
 - What other leadership styles should they consider, if any and why?
- Does the leadership use the organizations' Vision, Mission, Values and Goals in any direct or indirect ways to lead the organization? Is the workforce specifically aware of and operating in sync with the organizations' Vision, Mission, Values, and Goals?
- Can you determine if there is a leadership process in place in your organization in which the 6 key human resource strategies are aligned? Provide examples.
- Are Personal and Professional Development a fundamental part of your organization; are they organized, are they effective?
- Is Social Responsibility a fundamental part of your organization, is it organized, is it effective?
- What should they consider that could help them lead better?

-Your observations must be balanced and present both strengths and weaknesses of the leadership style of this organization. Do not be shy in describing shortcomings, if any, but in doing so you must back it up with real observations and well-reasoned conclusions, not merely opinions.

PART 2-(SECOND HALF OF COURSE); GUIDELINES, ASSIGNMENTS AND TEAM APPLICATION PAPERS (4-6)

Team Recommendations Report

The team leading the class sessions is expected to:

- Present recommendations on your team's assignment about building the classes selected organization (this should include information gained from the group papers submitted from the other teams),
- Secure comments and gain consensus,
- Incorporate the decisions made during your class session into your final recommendations at your last class session, and finalize all decisions.

TEAM APPLICATION PAPERS # 4-6

- **Accountability**
 - *Team* – The **whole team is accountable for each paper** that is submitted. All team members need to provide information and input about the readings, organization visits and content of the paper. Do not assign this responsibility to one or two team members each week.
 - Grading - See Evaluation Form for Papers: pp. 22.

Instructions

- Each team is responsible for preparing a group paper (approximately 6 pages single spaced, 12 -pt. font), on how the readings apply to or help develop the component of the organization being developed. An additional page may be added if necessary.
- All readings should be incorporated into your analysis in a meaningful way **with appropriate citations in the text of the paper**. Just mentioning or summarizing each one is not enough.

TEAM ASSIGNMENTS FOR BUILDING THE ORGANIZATION

Using the topic areas and readings in the course, the class (working in and across project teams) will develop an organization which will formulate and describe its own feasibility, service or product, leadership, vision, mission, goals, leadership, structure and funding, culture, and social responsibility strategies. There will be progress reports from each project team during the semester.

Vision, Mission, Goals, and Values-Team 1

Responsibilities:

1. Articles

This team is to conduct research to find 3-5 articles on relevant vision, mission, goals and values, statements from similar organizations and provide them to the class.

2. Vision, Mission and Goals

Team 1 provides leadership to help the class develop Vision, Mission and Goals, and create a name for the organization. Gain consensus on each and develop written Vision and Mission Statements and goals. The Vision should be short, meaningful, and memorable. The Mission Statement should support the Vision.

You should develop first and second year (or start-up goals) and third through fifth year goals.

3. Statement of Values

Develop the Statement of Values for the organization based on the organization's Vision and Mission.

4. Describe your approach and/or recommendations for:

- engaging organizational participants including managers, employees and/or team members and other stakeholders in developing the Vision, Mission and Values,
- inspiring organizational participants to adopt and support them, and aligning your culture with them

Leadership & Organizational Structure-Team 2

Responsibilities:

1. Articles

This team is to conduct research to find 3-5 articles on relevant leadership philosophy/style from similar organizations and provide them to the class.

2. Leadership Style

Identify and describe the type of leadership that is most appropriate for your organization -e.g. transformational, servant, transactional, a combination of two or more of these, etc. Explain why it is the best type of leadership for your organization. Also identify the type of senior leadership design that is most appropriate for your organization, i.e., CEO, President, Management by Committee, etc., and whether you recommend a Board of Directors and if so, why.

3. **Organizational Structure & Decision Making**

Design and describe the most appropriate structure for the whole organization. Develop an organization chart and explain in how work will be organized and achieved using this structure including a description of:

- # of employees and their functions
- work/departmental/team groupings
- reporting relationships
- the organization's model for decision making authority
- communication flow and information sharing

On the organization chart identify the titles or organizational designations of people in the organization; and describe their roles and responsibilities, required knowledge, skills and interpersonal capabilities. [Remember these factors should be described for leaders, team leaders/managers, and team members/employees]. Where and how do these roles and responsibilities fit into the organizational structure?

Describe how this structure facilitates and enhances:

- leadership of the organization;
- leader-follower relationships
- movement toward the Vision and support of the Values
- achievement of the Mission and Goals of the organization.

Organizational Culture, Personal/Professional Development and Social Responsibility - Team 3

Responsibilities:

1. Articles

This team is to conduct research to find 3-5 articles on relevant organizational culture/, personal/professional development, organizational development, and leadership process from similar organizations and provide them to the class.

2. Organizational Culture

Using the previous agreed upon Values, develop the organizations culture as it applies in the following areas;

- hiring and job training,
- professional development as defined below,
- personal development as defined below,
- internal communications
- diversity,
- customer relations,
- physical work space, if need be, develop a sample of the work space,
- rites and rituals,
- organizational symbols - this includes developing slogan and logo designs,
- any other areas that you deem critical

Identify the roles and responsibilities of the leadership and organizational members in the implementation and preservation of the culture you have developed above.

3. Personal Development is defined as the organization's plans or programs for developing individual employee's emotional and personal stability, self-esteem, and maturity.

4. **Professional Development** is defined as the organization's plan program for developing new knowledge, skills, abilities, etc. for the individuals in the organization as well as its teams or work groups. This means you should describe any plans or programs you would propose for new and existing employees.

5. **Social responsibility**

Develop and describe the organization's plan to contribute or provide service to society through the organization's social responsibility mission. How will leaders and team members participate?

The Final Paper – All Teams

- There will be **one Final Paper** for the class which represents the aggregation of the final recommendations by each team in the second half of the semester. Each team will deliver their final recommendations, after obtaining consensus from the class, and deliver them to the Editing Team. From there the Editing Team will prepare the complete Final Paper for the class as a whole.

- **Introduction to the final paper**

Write an introduction to the Final Class Paper – include an overview description on the new organization. Describe the purpose of the organization and the service or product that the organization provides. The introduction should describe the major concepts or ideas behind the creation of the organization. Provide a mock up or visual image of the product or service. Explain why this is a viable idea based on information discussed and debated when you chose your organization and what you see as major opportunities and possible threats. Explain why the potential opportunities outweigh the threats.

- A new, original, all-encompassing short section must be written and included in the Final Paper and Final Presentation. It is a capstone piece and should include the following;
The Leadership Process That Holds The Organization Together

Leadership of your organization needs to put in place the process which will enable all employees to be productive leaders in their own right and therefore create the environment for the organization to be successful. In summary form describe the key factors which must be put in place by the leadership to create such an environment and indicate why and how they will enable all employees to become actively engaged and productive members of the organization.

The class as a whole should decide how this piece should be written. It should be no more than 1 page and be the concluding piece in the Final Paper and Final Presentation.

- ***Information from the appropriate readings must be integrated and cited in each section of the paper on a common basis.*** The citations and bibliography should use APA format or a format from another appropriate style manual.

Final Presentation

- On the final exam day, the oral presentation will be delivered to representatives from each host organization from the first half of the class, members of the Jepson faculty, and other UR faculty and administration.

PUTTING THE NEW ORGANIZATION TOGETHER

Planning Sessions

The selected leadership for your organization is responsible for facilitating the planning sessions and activities for the remainder of the course. Planning sessions provide class time for coordination of the final organization. Activities should include;

1. Exchanging and discussing draft papers and identifying gaps in information;
2. Planning the oral presentation (Final exam day). Length of presentation should be approximately 45 minutes with an additional 30 minutes or so for questions from the guests.
 - Plan the presentation around the attendance of two representatives from each of your host organizations:
 - Give the name of your organization and fully describe the purpose of the organization and the product or service that it provides.
 - Explain why this entity is a sound idea based on the class' evaluations of potential categories of organizations, and the niche that it serves.
 - Show a mock-up or visual representation of the product or service, and logo
 - Identify the organization's Vision, Mission, Goals and Values.
 - Describe the organization's Leadership Style and Structure.
 - Explain the organization's Culture, Personal/Professional Development policies and plans, and Social Responsibility.
 - Include your organizations' leadership process.
 - Decide who will speak/present each component of the presentation, plus develop any handouts, transparencies, charts, signs etc.

CRITERIA FOR EVALUATING AND GRADING

GRADING STANDARDS

A (100-95) Exceptional work.

Critical elements:

1. Identifies important concepts, theories, ideas and overall themes that emerge from the readings, and is able to use (not simply quote or list) these concepts to express the writer's own insights and responses to questions or assignments;
2. Fully addresses all components of the question/assignment;
3. Uses all of the relevant readings to support critical points;
4. Presents thoughts and ideas in a clear, coherent and logical manner; and
5. Attentive to technical points (e.g. grammar, spelling, and inclusion of citations in the proper format).

A- (94-90)

B+ (89-85)

B (84-80) Good, competent work.

The majority of the responses to questions or the assignment are strong, but one critical element (#1-5 above) is not completely developed (e.g., doesn't express the writer's own insights using the readings as a base; critical readings are not used; or all components of the question/assignment are not fully covered).

B- (79-77)

C+ (76-74)

C (73-70) Acceptable or sufficient work.

Demonstrates a basic understanding of the assignment, but is written very generally without adequate examination of the issues, or omits a considerable portion of a critical element (#1-5 above).

C- (69-67)

D+ (66-64)

D (63-60) Insufficient work

Either two or more critical elements (#1-5 above) are omitted or incomplete, or the response to the assignment demonstrates limited understanding of the subject matter.

D- (59-57)

F (56 & lower) Unacceptable work

Most of the critical elements (#1-5 above) are not addressed, or the content of the assignment is not understood.

GRADING

- **Part 1 – Team Fundamental Issues Papers 1-2, (10% total); pp. 3 & 13.**
- Paper 3 and Presentation (Mid-Term Exam), (15%); pp 3-4 & 13.
- **Part 2 – Team Application Papers 4-6, (20% total); pp. 6-8**
-Final Exam: Written Paper and Oral Presentation (30%); pp. 8, 18, & 23.
(The Final Paper will comprise 50% of this grade, and the Final Oral Presentation 50%).

Note: Final Exam grade for each student will be modified based on his/her peer evaluations in the following manner. Peer Evaluation grades below 80 lose 10 points from the final written paper and oral presentation grade, 70 and below lose 15 points, 60 and below lose 20 points. (Purpose of this provision – Fairness)

- **Peer Evaluations of Each Team Member (15%); pp. 23.**
Note: The peer evaluation grade can affect the final exam grade. See above. (Purpose of this provision – Accountability)
- **Attendance and Participation (10%); pp. 9.**
0 absences = 100; 1 *unexcused* absence = 90; 2 *unexcused* absences = 80; 3 *unexcused* absences = 70; 4+ *unexcused* absences = 0. Excused absences require documentation from a Dean, professor, coach or physician. The instructor's evaluation of team contributions can also be factored into this grade.

Your understanding and demonstration of leadership in this class may be shown in two major areas;

- Team papers
- Team class presentations and individual class participation

In both areas I am looking for the following;

- Your demonstration of good leadership skills in both team and individual class participation, and
- Your recognition and understanding of the process at work within an organization which makes it a leader with its customers, employees and the community at large.

The purpose of the grading technique for this course as described above is to simulate the approach taken in today's modern organization; which simply stated is: **individuals taking personal and collective responsibility in a team environment**. I look for each of you to carry your own weight in this team environment while being a team player at the same time.

EVALUATION FORM FOR ALL TEAM PAPERS – PARTS 1&2 OF CLASS (LDSP-302)

Team #: Team's Organization:

Weight

30% 1. Incorporation of readings - How well did the team identify important points and overall themes that emerged from the readings and refer to the assigned readings to support the points in the paper? Were all or most of the readings used? (Quotes from the readings may be used to illustrate specific points, but quotes should not be used to substitute for analysis).

30% 2. Host Organization (If Applicable) - How well did the team use the host organization interviews and meetings, if applicable, in order to answer the questions?

20% 3. Response to question(s) - Did the team address/answer all components of the question(s)?

10% 4. Organization - Are the thoughts and ideas in the paper clear, coherent, and developed logically?

10% 5. Mechanics - Overall, are factors such as grammar, sentence structure, spelling, citation format, etc. correct?

Overall comments about the quality and areas that need strengthening (if any):

Instructors Evaluation and Grade:

Peer Evaluation of Team/Group Member

Course Number: LDSP 302

Name of Person Being Evaluated: _____

Rating Scale: 5 = Exceptional Commitment/Contributions; 4 = Strong Commitment/Contributions; 3 = Satisfactory Commitment/Contributions; 2 = Inconsistent Commitment/Contributions; 1= Unsatisfactory Commitment/Contributions

Attendance at Team Meetings: 5 4 3 2 1
Comments:

Preparation for Team Meetings 5 4 3 2 1
Comments:

Quality and Quantity of Contributions to Team Meetings 5 4 3 2 1
Comments:

Quality and Quantity of Contributions to Team Papers 5 4 3 2 1
Comments:

Quality and Quantity of Contributions to and in Class Activities 5 4 3 2 1
Comments:

Respect and Consideration for other Team Members 5 4 3 2 1
Comments:

Rater's Name:

Jepson School Of Leadership Studies
Leadership In Organizations
Section 302
Fall 2007

Thank you from the students and faculty of the Jepson School at the University of Richmond to all employees from your organization who participated in the leadership project over the last 5 weeks. We are very appreciative of your assistance and guidance in this learning experience and the time you took from busy schedules.

We are most interested in your comments and would ask that you take a few minutes and answer the questions below. It will assist us in improving the educational experience for the students and the process for participating organizations.

You may wish to have one person answer on behalf of your organization, ask all those who participated, or ask a representative group. The choice is yours; we appreciate all the comments you can provide. Please return all responses by March 17 to the address below.

1. Did the team explain their objectives well?

2. Was the team organized in their efforts to communicate with your organizations' project coordinator and in their efforts to obtain information, attend meetings, and meet with your employees?

3. Did the team ask questions about the overall leadership approach and process utilized within your organization?

4. Did the team try to understand the culture of your organization and its alignment with your vision, mission, and values?

5. Please offer any thoughts as to how this project could be improved for the student team and your organization assuming the objective remains the same; that is for students to explore and understand leadership at all levels within an organization and the leadership process employed to develop an organizational culture.

6. Any other comments:

Please return all responses to;
Mrs. Sue Murphy
Assistant to the Dean
Jepson School of Leadership Studies
Jepson Hall
University of Richmond, 23173

Organization; _____

Name: (Optional) _____