

Gustavus Adolphus College
E/M – 261 Organizational Behavior and Management
Spring 2011 Descriptive Course Syllabus

Professor: Kathi Tunheim, Ph.D.
President, Tunheim Leadership Group, Inc.
E/M Assistant Professor of Management

Email: ktunheim@gac.edu and KAtonheim@gmail.com

Website: www.KathiTunheim.com

Phone: 612-251-6106 - cell

Office Hours: 10:30am-11:30am on Monday, Tuesday, Wednesday and Friday
2:30pm-3:30pm on Tuesday and Friday
*All preferably by appointment – book through my assistant, Teresa Lombard
*She can be reached at tunheimasst@gmail.com

On-line Hours: Thursday all day from my home office; daily before class and after; often well into the evening

Purpose: The purpose of this course is to identify, understand, and apply basic principles of human behavior (individual and group) within the setting of a business. In addition, we will focus on certain managerial issues that play a role in the way individuals and groups behave and interact.

Objective: To learn how to better understand and efficiently manage people at work.

Overall Course Goals:

- 1) Understand the importance of individual, team and organizational behavior within an enterprise.
- 2) Become familiar with behavioral methods, principles, and theories that are relevant to working in an organization.
- 3) Understand your own personal style and behaviors of others to be successful as a manager.

Writing: Business professionals need to write well. The proper use of grammar and words will be evaluated. This is a WRITD course. We will focus on writing effectively within the Management discipline.

Speaking: Business professionals also need to speak effectively in front of groups. Public speaking is the number one fear in the United States. There will be opportunities to practice and improve this important skill. I believe in “catching students doing things right.” I will work to reinforce your strengths as a speaker and offer suggested alternatives for your improvement.

Group Development: A third area of importance is the ability to work well with others in small groups. There will be a significant group project throughout the entire semester.

Student Learning Outcomes:

At the end of the semester, you will be able to:

- 1) Define what organizational behavior is by memory
- 2) Explain where OB resides in an enterprise
- 3) Tell an interviewer your DiSC style, Life Gifts, and Multiple Intelligences
- 4) Describe Peter Block's Consulting Model
- 5) State what your top five values are for your life moving forward
- 6) Differentiate between a group and a team
- 7) Explain how teams mature and perform
- 8) List five different ways that teams make decisions
- 9) Give positive feedback and opportunities for development as peer feedback to other students
- 10) Talk about what a typical performance appraisal process includes
- 11) Recite and explain eight leadership theories
- 12) Describe SMART goals and how they are used by managers
- 13) Define the importance of globalization and culture in today's marketplace
- 14) State why having a mentor inside and outside an enterprise is a smart thing to do
- 15) Explain the change management process and how it affects individuals
- 16) Apply team development techniques throughout the consulting project
- 17) Relate learned theoretical material to real world experiences
- 18) Assess an organization to determine its overall health

Instructional Materials: There will be numerous handouts distributed and students will be expected to read these prior to class. You will be responsible for the information on these handouts for test preparation. Another important ingredient in being a successful business person is being organized. I recommend that you purchase a 2" three ring binder and eight dividers with tabs. **It will help you stay organized which will help you be more successful.** The suggested names for the tabs are:

- 1) Syllabus (both full and daily)
- 2) Notes (my power points and your notes)
- 3) Handouts (handouts and articles I give you)
- 4) Assessments (DiSC, Multiple Intelligences, Life Gifts Inventory)
- 5) Group Project
- 6) Chapter Summaries (one for each chapter)
- 7) Graded Assignments (graded and returned work I give to you)
- 8) Other

Text: You need to purchase or rent one book that we will discuss in class. You will be tested on the material:

Knicki, A., & Kreitner, R. (2009). *Organizational Behavior*. Boston: McGraw-Hill.

Evaluation: Alphabetical grades will be determined by the total number of points received during the course as follows:

	Assignment:	Partial Points	Total points
5	Chapter Summaries (random)	10 points each	50 points
3	Mini-assignments (1 st is ungraded)	20 points each	40 points
8	Attendance Evaluations (random)	05 points each	40 points
2	Public Presentations	25 points each	50 points

1	Team Assignment	75 points	75 points
2	Exams	75 points each	150 points
1	Final Reflection Paper	15 points	15 points
2	Outside Speaker Attendance	10 points	10 points
1	Job Fair attendance	10 points	10 points
1	Business Card Proof	05 points	05 points
1	Career Center Resume Work Proof	05 points	05 points

Total: **450 points**

Grading Policy: I am looking for your demonstrated ability to extract from the subject matter those facts and concepts which are necessary to analyze issues as presented and to communicate and apply that analysis effectively. All assignments received after the date due will have late points deducted.

A	94-100%	C	74-76%
A-	90-93 %	C-	70-73%
B+	87-89 %	D+	67-69%
B	84-86 %	D	64-66%
B-	80-83 %	D-	60-63%
C+	77-79 %		

Disclaimer: If at the end of the semester, I observe that the class grades are too low or too high, I will implement a curve. I reserve the right to do this as the professor of this course and will use my best judgment if needed.

Additional Information:

- Attendance will be taken 8 times randomly in class. However, it is strongly encouraged that you attend every class. Exams will be based largely on lecture material, in addition to the book readings and handouts.
- There are no opportunities for make-up chapter summaries. You will be given the opportunity to get an OB topic approved by me in advance for you to write a 2-3 page paper using APA style. It will be due exactly one week after the class/chapter summary that you missed.
- Make-up exams will be given on scheduled dates only.
- Be familiar with the college's expectations concerning academic honesty. Violations will result in appropriate consequences. The following statement is suggested as a pledge for students to sign on all graded assignments and projects:

On my honor, I pledge that I have not given, received, or tolerated others' use of unauthorized aid in completing this work.

- Accommodations: the instructor must be notified within one week prior to the first exam of any accommodations. These need to be documented with the college. If you have a physical, psychiatric/emotional, medical, learning or attentional disability that may have an effect on your ability to complete assigned course work, please contact Laurie Bickett, Disability Services Coordinator, and the Advising Center. She will review your concerns and decide with you what accommodations are necessary. I will be happy to work with you, upon receipt of documentation from her.

- The syllabus is subject to changes, which will be announced in class and/or sent via email.

WRITD Course Expectations

This course has been approved as a means of fulfilling the Writing in the Discipline (WRITD) requirement at Gustavus. To meet the WRITD criteria, the following will be embedded in the five formal papers and six informal written assignments:

Economics and Management discipline-specific writing: Writing for a business audience is different in many ways from writing for an academic audience. For each assignment, a description of the expectation will be provided relative to the:

- purpose of each assignment
- audience
- voice/tone
- editing/grammar and other conventions
- format and length of each paper
- citation style if appropriate to the assignment

In addition, you will be provided the opportunity to receive:

- Peer feedback from other students in the course on two assignments
- Instructor feedback on all assignments in the course
- Examples of Discipline-specific writing will be provided for most assignments

Generally, when writing for busy, business executives or clients who serve as your audience, please follow these guidelines:

- Apply headings for categorical quick reference
- Utilize bullets for summarizing detailed information
- Provide an introduction, body, and conclusion
- Include a thesis/purpose statement and call to action sentence in each assignment

Assignments:

Mini Assignment #1 –NON-GRADED – due Tuesday, Feb. 07

Who are you and why are you here?

- Tell me a bit about yourself and your background
- What are your top three accomplishments so far?
- Why are you at Gustavus? Why are you in this OB course?
- What do you hope to learn in here this semester?
- What do you need from me as your professor to help you learn best?
- Include a photo of yourself

Effective and state-of-the-art business writing includes the following:

- A clear thesis statement at the beginning of the paper.
 - Bold categories are indicated for easy reading by busy people.
 - Single-spacing used.
 - A summary sentence finishes the introduction, including next steps, if action is required.
 - Effective grammar and spelling. Your boss would be comfortable sending this paper to a valued client or his/her Executive.
-

Mini Assignment #2 -20 points – due Monday, Feb. 27

Interview a manager you know in your family, at a former workplace or from Gustavus.

*Detailed instructions, information, and rubric at end of syllabus.

Mini Assignment #3 –20 points – due Monday, Mar. 19

Select an organization in which you are interested. Go to their website and try to find company info.

* Detailed instructions, information, and rubric at end of syllabus.

Public Presentations

Public #1 – This will be a three to four minute presentation summarizing what you learned from your DiSC Profile, The Life Gifts Inventory and the Multiple Intelligences Assessment.

Due – Monday, Feb. 27, Wednesday, Feb. 22 or Friday, Feb. 24

Public #2 –This presentation represents your section of the Team Assignment toward the end of the semester. It will be no longer than five minutes.

Due – Friday, May 11, Tuesday, May 14, Wednesday, May 16 or Thursday, May 17

Exams

There will be two exams. The first covers eight chapters (1-8) and the assessments. The last exam includes eight chapters (9-16), the leadership theories, strategic planning, and a few other topics. The last exam is not cumulative. Short answer, multiple choice and essay questions are the methods used to assess student performance.

First Exam – Due Tuesday, March 20

Second Exam – Due Monday, May 07

Team Assignment

The purpose of this assignment is to have you develop the capacity to objectively look at a for-profit and/or non-profit organization from the ground up. It will help you assess an organization in terms of mission, vision, values, structure, strategic plan, annual business plan, financial goals, people management and overall health of the organization. You should be able to determine what is going well and what is not by studying the behavior of the organization.

You will select an organization and client with 4-5 other students. This group will serve the enterprise as a consulting team. I will do everything I can to develop your competency as an organization development consultant so that you will be successful in this role. You will be matched to an organization or a theme where you will need to do the following:

- 1) Conduct as much research as you can about the organization. This involves thorough research.
- 2) It is important that you integrate the management theory we are talking about in class to the work of the practitioners in the organization.

- 3) You will need to follow and use the consulting model we discussed in the class and follow it during the project.
- 4) It will be important to collect data from the people in the organization so that you will understand what the current situation is there. This involves both quantitative and qualitative research methods: surveys, interviews, focus groups, etc.
- 5) You will need to write up a summary report of the information you gathered.
- 6) A list of recommendations will need to be created, that are real, meaningful and credible.
- 7) One of your recommendations will need to be elaborated upon quite thoroughly, as if you were going to implement it in the organization. An overall report will need to be created that is approximately 25-30 pages.
- 8) A public presentation will be delivered to the organization's leader (the client) and class members at the end of the semester. Sophisticated and professional audio-visual aids will need to be used. All team consultants will need to deliver at least five minutes of the presentation. Teams that rehearse and deliver a top quality presentation, in addition to a well-written and business style report that is presented professionally, will receive the highest scores.

Final Reflection Paper – 20 points – due during scheduled Final Exam time – May 18 – 22 TBD

At the end of the semester you will need to write a paper reflecting the following:

- What happened during the semester? (Just the facts)
- What was energizing for you in the class (Just the feelings)
- What was de-energizing for you? Be honest. (Just the feelings)
- What did you learn throughout the semester? (Just the knowledge)
- What will you apply in your life for the future? (Just the application)
- Write a 2-3 page typed and single-spaced, informal response.

Labs

We will take a class period or part of a class period to complete an activity to further your understanding of material and suggest strategies that may be helpful when you enter the business world. Some of these include the following exercises:

- 1) Multiple Intelligences Inventory
- 2) DiSC Profile
- 3) Life Gifts Inventory
- 4) Value Card Sort
- 5) Group Dynamics Activity
- 6) Decision Making Strategies
- 7) Strategic Planning Exercise
- 8) Interview a Leader/Manager about managing people's performance
- 9) Interview a Leader/Manager about their perception of power

Visiting Speakers

There will be several guest speakers invited to come speak to the class throughout the semester. This will offer you another perspective of the business world and will give you insight to become the most successful in your career as possible. **I expect you to attend each and every guest speaker's class.**

OB Assignment Breakdown

<u>Chapters</u>		<u>Papers</u>		<u>Exams</u>
1	2/07			1 3/20
5	2/17	Reflection	5/18	2 5/07
2	2/28			
3	3/06			
4	3/07			
6	3/11			
7	3/13			
8	3/14			
9	4/10			
10	4/13			
11	4/16			
12	4/20			
13	4/23			
14	4/24			
15	4/25			
16	5/01			

<u>Presentations</u>		<u>Team Assignments</u>	
Public #0	2/06		
Public #1	2/20	Final Team	5/14 or 5/16
Final Team	5/11-16		

Assessments

DiSC 2/14
 Life Gifts Inventory 2/10
 Multiple Intelligences Inventory 2/13

Guest Speakers

Alumni Panel 3/27
 Randy Lee '84 3/30
 Others TBD

OB Mini #2 – Assignment Detail**Mini #2 - 20 points – Due Monday, Feb. 27****Interview a manager you know in your family, at a former workplace or from Gustavus**

Steps:

- * Select a person who manages other people in some capacity.
- * Schedule a 20 minute interview either face-to-face, over the phone or Skype (ideally in person)
- * Send your list of questions to them in advance so they have time to prepare or think about the questions.

Sample Questions:

Ask him/her about being a manager.

1. How did you become a manager? How long ago was that?
2. What do you like about the role? Dislike?
3. Did you receive training? If so, what type? If not, what training could you have used?
4. Do you give performance reviews? What is the performance management process like at your organization?
5. Do you hire people? What do you look for?
6. Have you ever fired anyone? What was that experience like?
7. Could you please send me a copy of a performance evaluation form?
8. What advice can you offer to me as a student of Management?
9. What advice can you offer to help me get an internship or job somewhere, someday?
10. Any other question/s you may have.

Follow-up:

1. Be sure to write a hand written thank you note (worth 2 points on the rubric if copied and stapled to paper).
2. Write a two to three paged, typed, single-spaced paper using business format. The paper needs to be descriptive in nature. It is more informal than formal. Include what you learned in the interview. No sources or APA style is needed.

OB Rubric for Mini #2

1. Paper follows Business Format (3 points) _____ points

*single spaced, informal, titles for each paragraph

2. Manager and Company Info (5 points) _____ points

*Background is given on both, information is in depth

3. Human Resources (5 points) _____ points

*Performance Reviews, training, hiring, interviewing, firing

4. Learnings (5 points) _____ points

*What you learned is incorporated

5. Thank you note (2 points) _____ points

*Copy of the hand written thank you attached

_____ **Total points**

OB Mini #3**Mini #3 - 20 points – Due Monday, March 19**

Select an organization in which you are interested. Go to their website and try to find the following:

1. Vision
2. Mission
3. Values
4. Strategies
5. Goals or Objectives
6. Revenue or Earnings
7. How do they make money?
8. How would you apply to work as an intern or for a permanent position?
9. What are you impressed with about the company or website? Unimpressed?
10. Any other observations?

Write a two page, typed and single spaced business paper. It is descriptive in nature. It is more informal than formal. No sources or APA style are needed. However, professional business style is required.

OB Rubric for Mini #3

1. Company information is present (5 points) _____ points

*background, mission, vision, values, etc.

2. Business format (5 points) _____ points

*single spaced, informal, titles for each paragraph

3. Your input (5 points) _____ points

*opinions expressed with evidence that supports opinion

4. Criteria for success (5 points) _____ points

*revenue, earnings, etc.

_____ **Total points**

GAC Organizational Behavior

Team Consulting Project – due the last week of classes – May 11- May 16, 2012

Rubric-100 points

Research Learning Objectives:

- To conduct library research on the organization or type of organization, so that you know more than what you see.
- Conduct library research on the problem or challenge that you are studying for the client.
- Collect data from the people in the organization via interview, focus groups, observation, questionnaire/survey or secondary data (documents you are given).

Presentation Learning Objectives:

- Deliver a public presentation with appropriate audio/visual aids to the OB class and the client
- Involve the class audience in a way that will keep them interested in your presentation.

Paper Learning Objectives:

- Write up a consulting report with recommendations listed.
- Write more in-depth about one of the recommendations.
- Integrate management theory that we are discussing in class into your final paper.

Presentation and Paper Learning Objectives:

*Include these in both paper and presentation

- Explain the mission, vision, values, and strategic/business plan for organization you are studying.
- Describe the organizational structure of the organization and be able to draw an organization chart of the people and their titles.
- Use and apply the consulting model that has been introduced into the class.

Points

25 points	Public Presentation (15 points for the group and 10 points for the student)
	*Each person in the group speaks for 5 minutes
	*Preview and Review Method used
	*Structure is easy to follow
	*Meaningful content is shared
	*Audio/Video adds to presentation
	*Nonverbal communication enhances presentation
	*Audience is involved in some way to remain interested
20 points	Research, Theory Integration and Data Collection
15 points	Readability/Professionalism of Final Report (formal)
	*Introduction, Body, Conclusion
	*Written in a business professional manner with headings for each paragraph, no too few spelling and grammar mistakes (done at a level where you could turn it into your boss and feel good about it)
25 points	Evaluation by client and intra-team members
	*10 points evaluated by client
	*15 point average evaluated by team members
15 points	Recommendations and In-depth Suggestion
100 Points Total	

OB Reflection Paper

15 Points

Due during scheduled Final Exam time – May 18-22 TBD

Paper

Write a 2-3 page typed, single spaced, informal reflection paper summarizing the entire semester, on the following five questions:

1. What has happened during the semester in this class? (Just the facts)
*Events, activities, lessons, etc.
2. What has been energizing to you? (Just the feelings)
*Likes, things you enjoyed.
3. What has been de-energizing to you? (Just the feelings)
*Dislikes, things you might change.
4. What have you learned as a result? (Just the knowledge)
*Compare back to day 1 of the class.
5. What will you take with you after this class, into your future? (Just the application)
*Your personal growth.

Rubric:

Quality of Responses (5 points) _____ points

*Personal insight, took time to answer all five questions

Depth of Reflection (5 points) _____ points

*You took time to reflect and it is apparent through your writing

Writing (5 points) _____ points

*Business Format: intro, body, conclusion, thesis (all titled), correct spelling and grammar

GAC OB Mid-Semester Study Guide**Chapter 1: OB: The Quest for People-Centered Organizations**

- Organization
- People-centered organization
- The Effective Manager's Skill Profile (p. 6)
- Organizational Behavior
- Three levels of OB
- The Hawthorne Legacy
- McGregor's Theory X and Y
- TQM
- W. Edwards Deming
- E-commerce
- E-business
- Human Capital
- Social Capital
- Management
- Marcus Buckingham – Strengths Finder
- Theory
- Ethics
- The Contingency Approach
- Historical Perspectives of OB
- The most important thing in business
- The #1 reason people leave their companies (Gallup Organization)

Chapter 2: Organizational Culture, Socialization, and Mentoring

- Organizational Culture
- Values
- Culture
- The Process of Culture Change – who leads it?
- Four ways to discover an organization's culture
- Edgar Schein – culture – iceberg theory
- Socialization
- Onboarding
- How do managers create an ethical culture?
- How do managers create a customer focused culture?
- Mentoring
- Mentoring best practices

- Engagement Surveys

Chapter 3: Developing Global Managers

- Ethnocentrism
- Organizational Culture
- Cross-Cultural Competence – two components
- Cultural Intelligence
- Hofstede's Cultural Dimensions – four original dimensions
- Types of cultures:
 - Individualistic
 - Collectivist
- Cultural Perceptions of time
 - Monochronic time
 - Polychronic time
- Interpersonal Space
- Proxemics
- Expatriates
- Cross Cultural Training
- Culture Shock

Chapter 4: Understanding Social Perception and Managing Diversity

- Perception
- Attention
- Stereotype
- Commonly Found Perceptual Errors
 - Halo
 - Leniency
 - Central Tendency
 - Recency Effects
 - Contrast Effects
- Attribution
- Bias
- Layers of Diversity
- Discrimination
- Affirmative Action
- Managing Diversity
- Glass Ceiling
 - 2.4% of women are CEO's of Fortune 500 companies
 - Only 14.7% of women are board directors
- Amount women make on the dollar compared to men

- Some US Federal Laws Protecting Employees:
 - SOX
 - ERISA
 - FMLA
 - HIPPA
 - OSHA
 - COBRA
 - ADA
- Know something about our future workforce
- Barriers to Managing Diversity

Chapter 5: Self-Concept, Personality, Abilities and Emotions

- DiSC Profile
- Johari's Window
- Self-concept
- Self-esteem
- Self-efficacy – Bandura
- Learned helplessness
- Self-monitoring
- Personality
- Proactive Personality
- Locus of control
 - Internal
 - External
- Ability
- Skill
- Competency
- Intelligence
- Gardner's 8 Intelligences
- Emotions – be able to list four negative and positive ones
- Emotional Intelligence – Daniel Goleman – four components
- Values
- Values clarification
- Value system
- Work/Life Balance
- Attitude
 - Affective component
 - Cognitive component
 - Behavioral component
- Work attitude

- Organizational Commitment
- Psychological contract
- Job involvement
- Job satisfaction
- Turnover
- Absenteeism

Chapter 6: Values, Attitudes, and Job Satisfaction

- Motivation
- Needs
- Maslow's Need Hierarchy Theory
- McClelland's Need Theory
- Herzberg's Motivator-Hygiene Theory – know some of each
- Adams' Equity Theory
- Vroom's Expectancy Theory
- Valence
- Four prerequisites to linking performance and rewards (p. 185)
- Goal
- Goal Difficulty
- Goal Specificity
- Goal Commitment
- Goal Setting
 - MBO
 - SMART
- Scientific Management
- Job Design
- Job Enlargement
- Job Rotation
- Job Enrichment
- Intrinsic Motivation
- Extrinsic Motivation
- Job Satisfaction
- Major Correlates and Consequences of Job Satisfaction
 - Motivation
 - Job Sat
 - Organizational Commitment
 - Organizational Citizenship Behavior
 - Absenteeism – costs of turnover
 - Withdrawal Cognition
 - Turnover

- Perceived Stress
 - Job Performance
- Work/Family Conflict
- The Top 10 Ways to Motivate People

Chapter 7: Motivation II: Equity, Expectancy, and Goal Setting

- Equity Theory
- Expectancy Theory – Vroom
- Valence
- Four Prerequisites to effectively linking performance and rewards (p. 185)
- Goal
- MBO
- Goal Difficulty
- Goal Specificity
- Goal Commitment
- SMART

Chapter 8: Improving Performance with Feedback, Rewards, and Positive Reinforcement

- PMP
- PIP
- Performance Management Cycle
- Feedback
- PA
- 4 Key Interpersonal Skills
- 360 degree feedback
- 720 degree feedback
- Performance Outcome Goal – SMART, MBO
- Learning Goal – IDP
- How to give feedback
- Extrinsic Rewards
- Intrinsic Rewards
- Why Rewards Often Fail to Motivate – notice 1-4 on p. 210 and 5-8 on p. 211
- Law of Effect
- Skinner's Behaviorism Model
- Punishment
- Extinction
- Continuous Reinforcement
- Intermittent Reinforcement
- Upward Feedback
- Why feedback often fails (p. 207)

- Pay for Performance
- Positive Reinforcement
- Negative Reinforcement
- Feedback Communication Model

GAC OB End of the Year Exam Study Guide

Chapter 9: Effective Groups and Teamwork

- Group
- Team
- Types of Groups
- Tuckman's Stages of Group Development
- Shonk's Team Development Model
- Group Cohesiveness
- Feedback
- Team Roles
- Role Overload
- Role Conflict
- Role Ambiguity
- Norms
- Ostracism
- Men and women working together
- Sexual Harassment
- Groupthink
- Social Loafing
- Trust
- How to Build Trust
- Virtual Team
- Team Building
- Self-Managed Teams
- Cross-Functionalism
- Social Loafing
- Why teams fail? Know five of them
- Cooperation vs. Competition

Chapter 10: Making Decisions

- Decision Making
- The Rational Model

- Group Decision Making
- Consensus
- Brainstorming
- Nominal Group Technique
- Delhi Technique
- Computer-Aided Decision Making
- Vroom's Decision Making Model
- Knowledge Management
- Intuition

Chapter 11: Managing Conflict and Negotiating

- 1:1 Conversations
- Healthy Conflict
- Desired Conflict Outcomes
- Devil's Advocacy
- Dialectic Method
- Third-Party Interventions
- Conflict Triangles – Triangulation
- Why We Avoid Conflict
- Alternative Dispute Resolution – ADR
- Negotiation
- The Golden Rule

Chapter 12: Communicating in the Digital Age

- Communication
- Noise
- Communication Competence
- Nonverbal Communication
- Verbal Communication
- Active Listening Skills
- Women and Men's Communication Styles
- Organizational Communication
- Chain of Command

Chapter 13: Influence, Power, and Politics: An Organizational Survival Kit

- Three Influence Outcomes
- Power
- Social Power
- Five Bases of Power
- Empowerment
- Participative Management
- Organizational Politics

- Coalition
- Impression Management
- How to Manage Organizational Politics

Chapter 14: Leadership

- Definitions of Leadership
- Personal vs. Positional
- Leadership Competency Models
- Myths of Leadership
- 70/20/10 Leadership Development Model
- Successful Leaders
- Differences Between Success and Derailed Leaders
- Why Leaders Derail
- Developmental Experiences
- I/We/It Model - Cashman

Chapter 15: Designing Effective Organizations

- Organization
- Unity of Command Principle
- Organization Chart
- Division of Labor
- Span of Control
- Line Positions
- Staff Positions
- Ways Organizations are Structured
- Managing Geographically Dispersed Employees
- Four Generic Organizational Effectiveness Criteria
- 3 Criteria for a Mission Statement
- Vision
- Mission
- Values
- Strategies
- Goals/Objectives
- SMART
- Four Ways to Measure Goals

Chapter 16: Managing Change and Organizational Learning

- Why Companies Need to Change
- Current Reality

- Forces of Change
- External Forces
- Internal Forces
- Lewin's Change Model
- A Systems Model of Change
- Benchmarking
- Kotter's 8 Steps to Leading Org'l Change Correctly
- OD
- Understanding and Managing Resistance to Change
- Strategies for Overcoming Resistance to Change
- Kathi's #1 Learning about Change
- Dynamics of Stress
- Stress Reduction Techniques
- Blanchard's Key Points About Change
- Six Steps to Introducing Change

Other:

All other handouts and articles are fair game on the last exam.

Good luck!

Kathi