BUSI 148 - Leadership for Effective Organizations Course Outline

Approval Date: 03/11/2021
Effective Date: 08/13/2021

SECTION A

Unique ID Number	CCC000624257
Discipline(s)	Business
Division	Career Education and Workforce Development
Subject Area	Business
Subject Code	BUSI
Course Number	148
Course Title	Leadership for Effective Organizations
TOP Code/SAM Code	0506.00* - Business Management* / C - Occupational
Rationale for adding this course to the curriculum	Updating to focus on Leadership. 3 units
Units	3
Cross List	*N/A*
Typical Course Weeks	18

Total Instructional Hours

Contact Hours

Lecture	54.00
Lab	0.00
Activity	0.00
Work Experience	0.00
Outside of Class Hours	108.00

Total Contact Hours	0.00
Total Student Hours	108
Open Entry/Open Exit	No
Maximum Enrollment	40
Grading Option	Letter Grade or P/NP
Distance Education Mode of Instruction	On-Campus Hybrid Entirely Online

SECTION B

General Education Information:

SECTION C

Course Description

Repeatability May be repeated 0 times

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

Schedule Description

SECTION D

Condition on Enrollment
1a. Prerequisite(s): *None*
1b. Corequisite(s): *None*
1c. Recommended: *None*
1d. Limitation on Enrollment: *None*

SECTION E

Course Outline Information
1. Student Learning Outcomes:
    A. Demonstrate professional and ethical behavior.
2. Course Objectives: Upon completion of this course, the student will be able to:
    A. Effectively lead organizations
    B. Examine transformational change in organizations and why businesses fail.
    C. Evaluate theories of effective change implementation.
    D. Examine the goals of mutual engagement and shared diagnosis in assisting leaders to diagnose and build commitment to the change process in organizations.
    E. Explore the main challenges posed by organizational redesign.
    F. Recognize that effective change requires alignment between employees--the selection, training, evaluation, promotion, even removal of employees--and the shifting strategic goals of the organization.
    G. Examine the major structural choices faced by organizational leaders and the behavioral implications of those choices.
    H. Define effective leadership and explore the difficulty of enacting effective leadership.
    I. Examine the eight-step process of leading and managing a change management strategy in an organization. Topics include establishing a sense of urgency, creating the building coalition, developing a vision and strategy, communicating the change vision, empowering employees for broad-based action, generating short-term wins, consolidating gains and producing more change, and anchoring new approaches in the culture.
    J. Examine the implications for managing change in organizations in the 21st Century. Topics include the organization of the future, leadership and lifelong learning, and moving towards a "green" sustainable corporation , and shaping a "green" culture.
    K.
3. Course Content
    A. Part 1: The Change Problem and its Solution
        a. Transforming Organizations: Why Firms Fail
        b. Successful Change and the Force that Drives it
        c. Organizational Change
            a. Strategic Responsiveness
            b. The Three faces of Change

- c. Transformational Change
- d. Employee Participation and resistance to Change
- e. Trigger Events and Change
- f. Going Global and the Requirement for Organizational Change
- d. Theories of Effective Change Implementation
  - a. Organization Development and Change Implementation
- e. Mutual Engagement and Shared Diagnosis
  - a. Diagnosing the Organization
  - b. Starting with Mutual Engagement
  - c. The Consultant Role
  - d. Getting Started with Organizational Diagnosis
- f. Organizational Redesign
  - a. Understanding Design Challenges
  - b. Building Commitment
  - c. Building Collaboration
  - d. People Alignment
    - a. People Alignment and Change
    - b. Help
    - c. People Change
    - d. Getting the Sequence Right: Fair Process
  - e. Reinforcing New Behaviors
    - a. Selecting the Appropriate Organizational Focus
    - b. Using Incentives to Support New Behaviors
    - c. Technology and Behavior Change
  - f. Leading Change
    - a. Understanding Leadership
    - b. The Tasks of Leadership
    - c. Beyond Individual Leadership
- B. Part II: The Eight-Step Process
  - a. Establishing a Sense of Urgency
  - b. Creating the Guiding Coalition
  - c. Developing a Vision and Strategy
  - d. Communicate the Change Vision
  - e. Empowering Employees for Broad-Based Action
  - f. Generating Short-Term Wins
  - g. Consolidating Gains and Producing More Change
  - h. Anchoring New Approaches in the Culture
- C. Part III: Implications for the Twenty-First Century
  - a. The Organization of the Future
  - b. Leadership and Lifelong Learning
  - c. Going Green
    - a. Moving Toward the Sustainable Corporation
    - b. The Process of Changing to Green
    - c. Shaping a Green Culture
    - d.

4. Methods of Instruction:
Discussion: Peer-to-Peer Discussions
Lecture: Instructor
Other: Role playing and classroom activities

5. Methods of Evaluation: Describe the general types of evaluations for this course and provide at least two, specific examples.

Typical classroom assessment techniques

    Exams/Tests -- Objective-based multiple-choice questions and essay questions.
    Portfolios -- or Journals of workplace situations
    Oral Presentation --
    Class Work -- Team activities
    Home Work -- Reading chapters in the textbook

    Letter Grade or P/NP

6. Assignments: State the general types of assignments for this course under the following categories and provide at least two specific examples for each section.

    A. Reading Assignments
       Selected readings from textbooks, newspapers, magazines, and business periodicals pertaining to leadership for effective organizations.
    B. Writing Assignments
       Complete reading check-ins.
       "Why is motivation important to behavioral change? How might leaders approach change differently if they are trying to motivate employees to change rather than forcing employees to change"? Please respond in a 1-page document.
    C. Other Assignments
    D.

7. Required Materials

    A. EXAMPLES of typical college-level textbooks (for degree-applicable courses) or other print materials.

    Book #1:
    Author: Daft, Richard
    Title: The Leadership Experience
    Publisher: Cengage
    Date of Publication: 2018
    Edition: 7th

    Book #2:
    Author: DuBrin, Andrew
    Title: Leadership: Research Findings, Practice, and Skills
    Publisher: Cengage
    Date of Publication: 2016
    Edition: 8

    Book #3:
    Author: Lussier, Robert| Achua, Christopher
    Title: Leadership: Theory, Application, & Skill Development
    Publisher: Cengage
    Date of Publication: 2016
    Edition: 6

    B. Other required materials/supplies.