

SEMESTER AT SEA COURSE SYLLABUS - SPRING 2009

Discipline: Sociology

Spring 2009

SEMS 480-4: Organizational Culture and Leadership Dynamics

Upper Division

Faculty Name: William Greenfield

Suggested Pre-requisite: An introductory course in the social or behavioral sciences

COURSE DESCRIPTION

This course focuses on the intersection of leadership, culture, and formal organization. Students will explore numerous concepts, including social systems theory, motivation, role socialization, power, work group dynamics, organizational culture, decision making, and organizational change. Individual, organizational, political, and cultural dynamics, as observed in case studies and in-country visitations, will be examined and discussed. A basic question addressed by the course is: How and why do organizational members' perspectives on leadership vary across these different organizations and international settings? We will explore what these variations might mean for leaders in the 21st Century. The course will develop students' capacities to reflect upon and anticipate the challenges of leading, organizing, and working in a rapidly changing and increasingly global world.

COURSE OBJECTIVES

The purpose of this course is to provide students with a conceptual foundation for identifying, analyzing, and solving problems associated with leading and improving formal organizations. Upon completion of this course, students will be able to: 1) Systematically describe important characteristics of different types of organizations; 2) Anticipate the impact of cultural variables on participants; and 3) Identify and apply concepts useful in: (a) leading, managing, and improving formal organizations; (b) supervising and evaluating people and programs; (c) developing an organization's human resources; and (d) identifying and solving problems of productivity, satisfaction, and development.

COURSE ASSIGNMENTS

Everyone is expected to read all of the assigned selections for each class as listed in the schedule, attend all classes, and arrive at each class well-informed and prepared to engage the topic at hand. The readings provide the source material for the session where they are listed. Writing assignments are to be typed and submitted electronically. Use APA style on formal papers. Check this link for more information: <http://www.lib.usm.edu/index.php?id=594>
Other specific assignments include:

1. A mid-term exam;
2. Completion of the field components of the course;
3. Analysis of a leadership case study;
4. An integrative essay on leadership, organizational systems, and culture.

Mid-term exam: Everyone will receive a study guide for this exam. The exam will consist of a combination of concept definition and essay questions.

Field Component: In the first class session students will be provided with a set of guidelines for the field component. In general terms, the field component asks each student, individually or in teams, to practice using organizational, culture, and leadership concepts as discussed in class and in the assigned readings to guide observations, interviews, collection of documents and possibly other artifacts, and to otherwise collect and analyze data about leadership and organizational systems in the various countries visited. If you undertake a team project be sure that each member's roles and contributions are clarified with the instructor prior to beginning your work. Any proposed alternatives to the suggested project options must be approved by the instructor prior to undertaking the desired option.

Leadership Essay: Prepare a well-informed and thoughtful discussion on leadership, organizational systems, and culture. This integrative paper should reflect key concepts grounded in the assigned readings or other formal sources you might consult, as well as insights you've gained through your field observations aboard ship as well as in the various countries visited.

TOPICAL OUTLINE OF COURSE

- Session 1: Introduction**
Overview of Course Focus and Assignments
- Session 2: Leadership and Gender**
Read Northouse, P.G. (2007), *Leadership Theory and Practice*.
Chapter 1 “Introduction” (pp. 1-14) and Chapter 12 “Women and Leadership” (pp. 265-300).
- Session 3: Culture and Leadership**
Read Northouse, P.G. (2007), *Leadership Theory and Practice*.
Chapter 1 “Introduction” (pp. 1-14) and Chapter 13 “Culture and Leadership” (pp. 301-340).
- Session 4: Leadership Ethics**
Read Northouse, P.G. (2007), *Leadership Theory and Practice*.
Chapter 1 “Introduction” (pp. 1-14) and Chapter 14 “Leadership Ethics” (pp. 341-368).
- Session 5: Personality and Leadership**
Read Northouse, P.G. (2007), *Leadership Theory and Practice*.
Chapter 2 “Trait Approach” (pp. 15-38).
- Session 6: Technical, Human, and Conceptual Leadership Skills**
Read Northouse, P.G. (2007), *Leadership Theory and Practice*.
Chapter 3 “Skills Approach” (pp. 39-68).
- Session 7: Organizational Structures, Leadership, and Culture**
Debriefing Field Work (Spain, Italy, Turkey, Egypt)
- Session 8: The Organization as a System of Roles**
Read Katz and Kahn (1978), *The Social Psychology of Organizations*, 2nd Edition, “The Taking of Organizational Roles”, (185-221). (Electronic Reserve)
- Session 9: Different Leadership Styles – Balance and Emphasis**
Read Northouse, P.G. (2007), *Leadership Theory and Practice*.
Chapter 4 “Style Approach” (pp. 69-90).
- Session 10: Leadership Focus & Subordinate’s Competence & Commitment**
Read Northouse, P.G. (2007), *Leadership Theory and Practice*.
Chapter 5 “Situational Approach” (pp. 91-112).

- Session 11: Leadership, Gender, and Cultural Context**
 Debriefing Field Work (India)
Review Northouse, P.G. (2007), *Leadership Theory and Practice*.
 Chapter 1 “Introduction” (pp. 1-14), Chapter 12 “Women and Leadership” (pp. 265-300), and Chapter 13 “Culture and Leadership” (pp. 301-340).
- Session 12: Predicting Leadership Effectiveness**
 Read Northouse, P.G. (2007), *Leadership Theory and Practice*.
 Chapter 6 “Contingency Approach” (pp. 113-126).
- Session 13: Subordinate’s Needs, Task Demands, and Organizational Rules**
 Read Northouse, P.G. (2007), *Leadership Theory and Practice*.
 Chapter 7 “Path-Goal Theory” (pp. 127-150).
- Session 14: A Leader’s Relationship with In-Group & Out-Group Members**
 Read Northouse, P.G. (2007), *Leadership Theory and Practice*.
 Chapter 8 “Leader-Member Exchange Theory” (pp. 151-174).
- Session 15: Transformational, Transactional, or Laissez-Faire Leadership**
 Read Northouse, P.G. (2007), *Leadership Theory and Practice*.
 Chapter 9 “Transformational Leadership” (pp. 175-206).
- Session 16: Power Dynamics, Culture, Gender, and Leadership**
 Debriefing Field Work (Thailand, Vietnam, Hong Kong, China, and Japan)
Review Northouse, P.G. (2007), *Leadership Theory and Practice*.
 Chapter 1 “Introduction” (pp. 1-14), Chapter 12 “Women and Leadership” (pp. 265-300), and Chapter 13 “Culture and Leadership” (pp. 301-340).
- Session 17: Task, Relationship, and Environmental Factors**
 Read Northouse, P.G. (2007), *Leadership Theory and Practice*.
 Chapter 10 “Team Leadership” (pp. 207-236).
- Session 18: Personalities and the Relationship Between Leader & Follower**
 Read Northouse, P.G. (2007), *Leadership Theory and Practice*.
 Chapter 11 “Psychodynamic Approach” (pp. 237-264).
- Session 19: Gender and Leadership Effectiveness**
 Read Northouse, P.G. (2007), *Leadership Theory and Practice*.
 Chapter 12 “Women and Leadership” (pp. 265-300).

Session 20: Culture and It's Impact on Leaders

Read Northouse, P.G. (2007), *Leadership Theory and Practice*. Chapter 13 "Culture and Leadership" (pp. 301-340).

Session 21: Principles of Ethical Leadership

Read Northouse, P.G. (2007), *Leadership Theory and Practice*. Chapter 14 "Leadership Ethics" (pp. 341-370).

Session 22: Effective Leadership – What Is It?**Session 23: Effective Leadership – What Is It?****FIELD COMPONENT**

In the first class session students will be provided with a set of guidelines for the field component. In general terms, the field component asks each student, individually or in teams, to use concepts from the readings and class discussions to focus your observations of leadership, culture, and organizational behavior in the different countries visited. If you undertake a team project be sure that each member's roles and contributions are clarified with the instructor prior to beginning your work. Any proposed alternatives to the suggested project options must be approved by the instructor prior to undertaking the desired option.

The Field Component provides twenty percent of course work. Following each port visit, students will engage in discussions centered on the ways in which their observations support or fail to support ideas in the readings for the course. Of interest as well, will be examples of relevant leadership or organizational practices you observe but which are not addressed by the course readings.

- Each student is required to complete three practica, at least one of which is to be completed before the passage through the Suez Canal;
- At least one of the practica must be selected from among the FDP's listed below;
- Students may elect to design one Independent Practicum;
- Remaining practica are to be selected from among the options listed below, which include many regularly offered SAS trips;
- If an Independent Practicum is selected, the appended Independent Practicum Plan must be submitted and approved by the instructor before arriving in the relevant port-of-call. An Independent Practica may stand alone or as part of a regularly-offered SAS trip;
- Record Field Notes related to your on-shore interviews and observations (think of this as a personal record of key aspects of what you learned and experienced, and insights gained); and
- Everyone is to write a 2-4 page paper (double or single spaced) based on the practica undertaken. This paper will offer assertions relevant to specific course concepts, or more general observations about the countries, culture, and people visited. Aspects of each of these three papers will very likely be included as part of your final term project.

Field Notes describe key aspects of your “on the ground” experiences related to the various practica you undertake. Consider these notes a “working document” – not a refined paper. They briefly describe the practica undertaken, and include “talking points” about what your “on the ground” experience added to your understanding of key course concepts.

For each practicum completed, pose two assertions (declaratory statements) about the relationship(s) between organizational culture, leadership dynamics, and/or environmental context. Your task in the three post-practicum class discussions (which will occur during the class session immediately following our departure from Alexandria, Chennai, and Yokohama) is to explain and defend these assertions to your classmates. Further instructions regarding how you might approach each practicum option and the recording of field notes will be given prior to arriving in port.

Each 2-4 page paper rooted in your field experiences is expected to include:

- A brief summary of key observations (not everything noted) based on your Field Notes;
 - Your understanding of the “connections” between the class readings and your “on the ground” observations (you might also pose course-relevant questions about things you’ve observed that seem puzzling to you);
 - Two assertions (declaratory statements) about the relationship(s) between organizational culture, leadership dynamics, and/or environmental context; and
 - A brief written defense of one of the assertions.
- One practicum paper is to be submitted for discussion during each of Class Sessions 7, 11, and 16.

PRACTICA OPTIONS: Complete at least one practicum option before we enter the Suez Canal. Elect at least one of the two listed FDP’s and two other options (one of which can be a pre-approved Independent Practicum).

SUGGESTED PRACTICA:

SPAIN:	Cadiz City Orientation
ITALY:	Naples City Orientation
TURKEY:	Leadership and Organizational Culture at McDonald’s (FDP); Istanbul City Presentation; Organizational & Leadership Dynamics (FDP)
EGYPT:	Secondary School Visitation in Alexandria
INDIA:	Chennai City Orientation; Working Women’s Forum
THAILAND:	Leadership & Organizational Dynamics at the Red Cross Rehabilitation Center (FDP); Thailand Service Visit: Pattaya Orphanage
VIETNAM:	Ben Thanh Market; City Orientation; Elementary School Visit
HONG KONG:	City Orientation; International Student Exchange: Chinese University
CHINA:	Suzhou
JAPAN:	Nara; Hiroshima

METHODS OF EVALUATION

You are expected to prepare for the topic as listed for each class, to come to class prepared to fully participate, and to complete all class assignments in a manner commensurate with the standards of the University of Virginia.

The following specific elements will be considered in determining your grade: regular class attendance and informed participation (**10%**); a mid-term exam (**25%**); successful completion of the field component of the course, including four brief oral reports (**20%**); your analysis and recommendations regarding a leadership case study (**20%**); and an integrative essay on leadership, organizational systems, and culture (**25%**).

REQUIRED TEXTBOOK

AUTHOR: Northouse, P. G.
 TITLE: Leadership Theory and Practice
 PUBLISHER: Sage Publications
 ISBN #: 978-1-4129-4161-7
 DATE/EDITION: 2007, 4th Edition
 COST: \$56.95

RESERVE LIBRARY LIST

AUTHOR: Ott, J. S., Parkes, S. J., and Simpson, R. B.
 TITLE: Classic Readings in Organizational Behavior
 PUBLISHER: Thomson Wadsworth
 ISBN #: 0-495-09474-9
 DATE/EDITION: 2008, 4th Edition
 COST: \$99.49

AUTHOR: Bass, B.M., and Bass, R.
 TITLE: Handbook of Leadership: Theory, Research, and Application
 PUBLISHER: Free Press
 ISBN #: 10: 0-7432-1552-4
 DATE/EDITION: 2008, 4th Edition
 COST: \$125.00

AUTHOR: Hall, R. and Tolbert, P.S.
 TITLE: Organizations: Structures, Processes, Outcomes
 PUBLISHER: Pearson Education
 ISBN #: 10: 0-1318-49-700
 DATE/EDITION: 2008, 10th Edition
 COST: \$70.00

AUTHOR: Brislin, R.
 TITLE: Working with Cultural Differences
 PUBLISHER: Harcourt Brace Javanovich, Publishers
 ISBN #: 0-313-35282-8 or 13: 978-0-313-35282-9
 DATE/EDITION: 2008
 COST: \$45.00

ELECTRONIC COURSE MATERIALS

AUTHOR: Katz, D. and Kahn, R.L.
 ARTICLE/CHAPTER TITLE: Chapter 2: Organizations and the System Concept
 JOURNAL/BOOK TITLE: The Social Psychology of Organizations
 VOLUME:
 DATE: 1978, 2nd Edition
 PAGES: 17-34

AUTHOR: Katz, D. and Kahn, R.L.
 ARTICLE/CHAPTER TITLE: Chapter 7: The Taking of Organizational Roles
 JOURNAL/BOOK TITLE: The Social Psychology of Organizations
 VOLUME:
 DATE: 1978, 2nd Edition
 PAGES: 185-221

AUTHOR: Edgar H. Schein
 ARTICLE/CHAPTER TITLE: Chapter 10: How Leaders Embed and Transmit Culture
 JOURNAL/BOOK TITLE: Organizational Culture and Leadership
 VOLUME: Jossey-Bass Publishers
 DATE: 1995
 PAGES: 223-243

AUTHOR: Etzioni, A.
 ARTICLE/CHAPTER TITLE: Chapter 6: Organizational Control and Leadership
 JOURNAL/BOOK TITLE: Modern Organizations
 VOLUME:
 DATE: 1964
 PAGES: 58-67

AUTHOR: Etzioni, A.
 ARTICLE/CHAPTER TITLE: Chapter 8: Administrative and Professional Authority
 JOURNAL/BOOK TITLE: Modern Organizations
 VOLUME:
 DATE: 1964
 PAGES: 75-93

AUTHOR: Brislin, R.
ARTICLE/CHAPTER TITLE: Chapter 9: Culture and Gender
JOURNAL/BOOK TITLE: Understanding Cultures Influence on Behavior
VOLUME:
DATE: 1993
PAGES: 283-322

AUTHOR: Brislin, R.
ARTICLE/CHAPTER TITLE: Chapter 8: Culture's Effects on the World of Work
JOURNAL/BOOK TITLE: Understanding Cultures Influence on Behavior
VOLUME:
DATE: 1993
PAGES: 245-282