

**FALL 2009 COURSE SYLLABUS  
SW 360K (63605) SSW 2.132**

**Course Number:** SW360K

**Unique Number:** 63605

**Semester:** Fall 2009

**Meeting Time/Place:** M/5:30 -8:30 p.m.  
SSW 2.130

**Assistant Instructor:** Barbara Tew, M.S.

**E-mail:** [dtew@austin.rr.com](mailto:dtew@austin.rr.com)

**Professor of record:** Lynda G. Cleveland, Ph.D.

**E-mail:** [lgcleveland@mail.utexas.edu](mailto:lgcleveland@mail.utexas.edu)

**Office:** 3.104A

**Phone Contact:** (512) 471-9826 (O)  
(512) 658-8466 (C)

**Office Hours:** Before or after class by Appointment

**Phone Contact:** (512) 663-4147 (C)

**ORGANIZATIONAL LEADERSHIP: ETHICS/SKILL/THEORIES**

**COURSE OVERVIEW**

**Course Description:**

This course will cover skills, and theories for the ethical leadership of people in organizations. Topics include leadership theories and style, creating vision and strategy, understanding people (perception, learning, values, personality, diversity, etc.), change, ethical decision making, power and influence, motivation, and organizational culture. The course is open to upper division undergraduate students.

**Course Objectives:**

Upon completion of the course, students will:

- Develop the capability to ethically lead others in organizations through increased awareness, understanding, and personal skill development.
- Differentiate between successful and unsuccessful leaders.
- Apply self-assessment questionnaires to understand personal leadership styles and values.
- Accurately interpret feedback to enhance personal leadership style.
- Apply theories and models to make ethical decisions in a variety of leadership situations.
- Utilize understanding of people (perception, learning, values, personality, and diversity) to motivate followers to achieve organizational objectives.
- Explain the importance of making ethical and socially responsible decisions.
- Acquire skills for strategic planning, setting goals, communicating, solving problems, managing conflict, motivating people, leading change, and modifying organizational culture.

**Required Text:**

Daft, Richard L.. (2008). *The Leadership Experience, 4<sup>th</sup> edition*. Ohio: Thomson

## GRADING

Letter grades are assigned based on a sliding point scale. Points are earned through:

1. completion of assigned projects, and
2. participation in daily class activities (**Note:** In order to receive in class daily points, student must be present. Take home daily points may be completed and turned in *on time*. This necessitates student determining class activities, *without calling me*, even when absent.)

<u>Assignment</u>	<u>Percentage</u>
Attendance (attended/total meetings)	25%
Leader Challenges in class	25%
Movie Analysis	25%
Leadership Interview	<u>25%</u>
	100%

### Grading Policy Notes:

- Assignments **MUST** be turned in on time. It would be better to turn in a partially completed assignment than to receive a “0.” It **may be** possible to email with instructor approval – ***DO NOT e-mail an assignment without prior written permission from the instructor.*** Assignments are due at the beginning of the class and must be delivered to the instructor in the classroom.
- **Extra Credit to improve your grade is not possible.** Your final letter grade is determined by the above stated method.

**Grading Criteria:** Please pay special attention to these grading standards:

**A = Exceptional.**

Something special that shows initiative beyond the included required elements. Creativity, excellence and thoughtfulness are evident. Critical thinking, problem solving and materials not specified are present. It will be evident that high standards were defined and met.

**B = Good.**

All specified criteria are present with special attention to detail and are presented in a professional manner. There is evidence of thought beyond “What do I *have* to do?”

**C = Average.**

Most people do what they are told. This is average. All requested items are present and satisfactory to the instructor.

**D = Poor.**

You have done most of what you were asked to do, but the quality is less than professional and some things may even be missing.

**F = Failure.**

You have failed to demonstrate an understanding of the assigned learning task. Key aspects of the assignment are missing, quality of presentation is poor and there is no thoughtfulness or creativity.

**FINAL GRADE WILL BE DETERMINED:**

by adding all earned points and dividing by the possible points to obtain a percentage.

### **UT GRADING SCALE, Effective Fall 2009**

**A** \_\_\_\_\_ 100 - 94 = A  
93 - 90 = A-

**B** \_\_\_\_\_ 89 - 87 = B+  
86 - 84 = B  
83 - 80 = B-

**C** \_\_\_\_\_ 79 - 77 = C+  
76 - 74 = C  
**73 - 70 = C- (Class failed/no credit: 73 and below)**

**D** \_\_\_\_\_ 69 - 67 = D+  
66 - 64 = D  
63 - 60 = D-

**F** \_\_\_\_\_ 59 and below = F

### **UNIVERSITY EXPECTATIONS**

#### **The University of Texas Honor Code**

The core values of The University of Texas at Austin are learning, discovery, freedom, leadership, individual opportunity, and responsibility. Each member of the university is expected to uphold these values through integrity, honesty, trust, fairness, and respect toward peers and community.

#### **Professional Conduct in Class**

The professor expects students to act like professionals in class. This means students should arrive on time for class, be prepared to participate in the class discussion, and show respect for one another's opinions. We will not, nor should we, always agree with one another. In this environment we should be exposed to diverse ideas and opinions, and sometime we will not agree with the ideas expressed by others. However, the professor does require that students engage one another with respect and professionalism.

### **UNIVERSITY SAFETY INFORMATION**

#### **Emergency Evacuation Policy:**

Occupants of buildings on the UT Austin campus are required to evacuate and assemble outside when a fire alarm is activated or an announcement is made. Please be aware of the following policies regarding evacuation:

- Familiarize yourself with all exit doors of the classroom and the building. Remember that the nearest exit door may not be the one you used when you entered the building.
- If you require assistance to evacuate, inform the professor in writing during the first week of class.
- In the event of an evacuation, follow the professor's instructions.
- Do not re-enter a building unless you're given instructions by the Austin Fire Department, the UT Austin Police Department, or the Fire Prevention Services office.

#### **Emergency Education:**

- We encourage you to stay informed by enrolling in Mobile Campus, a free service that allows you to receive safety notifications via text message on your cell phone. Visit the following Web site to enroll: <https://longhorns.mobilecampus.com/>.
- We also encourage you to watch the "When Lightening Strikes" online video about how to respond to active-shooter situations in school or workplace settings. Visit the following Web site and enter your EID and password to access the video: <https://www.utexas.edu/police/shotsfired/>.
- Check out the Campus Safety and Security Web at <http://www.utexas.edu/safety/communication/> to learn more about the many other communications methods we use to keep people informed about safety on campus.

### INSTRUCTIONAL POLICIES

Similar to teachers, every employer has his or her own peculiar preferences. Figuring them out is often a large part of your success (promotions) in the business world. Abiding by classroom policies is the key to your grade in this classroom. Since this is an academic lab for 'the real world,' The TOP 20 Cleveland's List below will guide you for SW360K.

1. CELL PHONES: It is unacceptable for a phone to ring in class. It must not happen.
2. Class attendance is essential. Attendance sheets will be signed. Any daily points given will be given ONLY to those who are present and will be awarded when the activity is complete. Therefore, you may not receive the points if you come late or leave early. These points may not be made up and they are NOT extra points. They are part of your grade.
3. There is a severe penalty for late work. Assignments are due at the beginning of class on the due date. If an accident occurs while in route, notify me ASAP and be prepared to document. Not finding a parking place is NOT an accident! Printers not working is NOT an accident! For example: If a project is due on Tuesday and you become very ill on Monday night, it would be my assumption that the project was almost complete.... perhaps lacking a final proof reading. Therefore, a classmate, roommate or friend could deliver it along with a note explaining it's incomplete condition and the reason you could not turn it in. IF you talk to me before the due time, ***I may*** give permission to email. I will decide whether additional time will be granted to complete a project. A "late paper with permission" must be turned in within 48 hours of the due date. After 48 hours, an F is automatically assigned.
4. It is your responsibility to find out what happened in class. Coming to office hours or making an appointment after reviewing a classmate's notes is probably the best way. Obviously, I cannot repeat the lecture for you individually. If something is due the next class period, time may not permit an appointment. I suggest that you get phone numbers from several people you trust, and call them if you have to miss class. E-mail is probably the best way to reach me. I have given you my mobile phone because I do not mind if you call me, however, I will not return long distance calls. (Do not call the night before something is due if you're just starting! You really don't want me to know!)
5. Students sometimes complain that things are not clear to them. **YOU MUST ASK QUESTIONS** if you do not understand. When I ask if you have questions, that's your cue! If you are shy, come see me. If you are angry, hurt, or confused, give me a chance to assist you. The way to find out if you understand is to turn in a draft.
6. I really care ***HOW*** things are done. The assignment sheet is a checklist. Use it as such. Also, doing exactly what is on that sheet is probably going to get you a C...Most people will do that. You should think in terms of extra if you want more.
7. Every assignment must be typed/word processed and have 1.5 line spacing unless you are specifically told not to do so. NO folders. Just staple.

8. Do not ask me to do anything for you that I cannot do for the class. EX: I cannot let the class leave early for Christmas; therefore, I cannot do it for you.
9. Personal honor is infinitely more important than any grade. Cheating of any kind will not be tolerated. Violations will be subject to UT policies.
10. I, like most teachers, think what I do is important. Do NOT call and ask, "Are we doing anything important tomorrow?" If we are not, I will have let you know the meeting before and we will not have class.
11. Almost nobody likes to give oral reports. I cannot think of a job which will pay you to take a multiple test; most jobs will require you to communicate verbally and in writing. Barbara and I will help you get through it – no one has died in class yet!
12. Act as if you care about what you are doing. It will impress your teacher...and your boss.
13. Treat all those in class with respect. Do not talk when others are speaking.
14. Assignment due dates are firm. **PROJECTS ARE DUE BEGINNING OF THE CLASS PERIOD ON THE ASSIGNED DATE. You must submit a hard copy at that time. No emails of final papers without permission from me.**
15. If grades are important to you, it is advised that you communicate with me throughout the term. After grades are given, errors made due to your lack of understanding are not correctable.
16. You should keep copies of every assignment. Only submit papers during class when due. I will not be responsible for papers left elsewhere.
17. Keep a record of all points earned if you want to know where you stand during the term. I will not total points for you and you need a record in case anything is lost. In other words, you should know at any given point where you stand in the course so that you can plan. If you know total possible points and your earned points, you can figure your situation at any point.
18. All of these “hints” can be summarized easily: I believe in personal responsibility. I hold you TOTALLY responsible for the grade you EARN in this course. If you take that attitude, I can help you achieve your goals

*By teaching this course, I have agreed to observe all of the faculty responsibilities described in that document. By enrolling in this class, you have agreed to observe all of the student responsibilities described in that document. If the application of that Policy Statement to this class and its assignments is unclear in any way, it is your responsibility to ask me for clarification. Policy on Scholastic Dishonesty: Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Judicial Services website at <http://deanofstudents.utexas.edu/sjs/> or the General Information Catalog to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.*

## **GENERAL INFORMATION**

### **Class Web Sites and Student Privacy:**

While our electronic class roster can facilitate collaboration it also raises some privacy concerns. For example, under the Family Educational Rights and Privacy Act (FERPA) individual enrollment information cannot be released, even to other students in the same class, without consent of the student.

*Password-protected class sites will be available for all accredited courses taught at The University. Syllabi, handouts, assignments and other resources are types of information that may be available within these sites. Site activities could include exchanging e-mail, engaging in class discussions and chats, and exchanging files. In addition, class e-mail rosters will be a component of the sites. Students who do not want their names included in these electronic class rosters must restrict their directory information in the Office of the Registrar, Main Building, Room 1. For information on restricting directory information see: <http://www.utexas.edu/student/registrar/catalogs/gi04-05/app/appc09.html>.*

### **Learning Skills Center:**

The Learning Skills Center (LSC) is a UT student service that helps students maximize their academic potential. It offers both group and individualized programs to help increase efficiency in college level math, science, writing, reading and learning strategies. All LSC programs except private tutoring are free. For further information call 471-3614.

### **Use of E-Mail for Official Correspondence to Students:**

Email is recognized as an official mode of university correspondence; therefore, students are responsible for reading their email for university and course-related information and announcements. Students are responsible to keep the university informed about changes to their e-mail address. Students should check their e-mail regularly and frequently (daily, but at minimum twice a week) to stay current with university-related communications, some of which may be time-sensitive. Students can find UT Austin's policies and instructions for updating their e-mail address at <http://www.utexas.edu/its/policies/emailnotify.php>.

### **Students With Disabilities: Documented Disability Statement**

Any student who requires special accommodations must obtain a letter that documents the disability from the Services for Students with Disabilities area of the Division of Diversity and Community Engagement (471-6259 voice or 471-4641 TTY for users who are deaf or hard of hearing). Present the letter to the professor at the beginning of the semester so that needed accommodations can be discussed. The student should remind the professor of any testing accommodations no later than five business days before an exam. For more information, visit <http://www.utexas.edu/diversity/ddce/ssd/>.

### **Social Security Numbers:**

It is against university policy to post grades by social security number or any part of the SSN or any other identifier. Grades may only be posted behind a password protected Web site in such a way that the student can only see their own grade, such as with eGradebook. Your grades will be posted on eGradebook, not the BlackBoard grading system.

### **Religious Obligations:**

Students whose religious observations conflict with the assignment schedule will not be penalized in any way. If your religious observation conflicts with the published schedule of assignments you must notify the instructor IN WRITING NO LATER THAN twelfth class day so that alternative arrangements can be made. The UT General Information catalog states that

*"A student who is absent from a class or examination for the observance of a religious holy day may complete the work missed within a reasonable time after the absence, if proper notice has been given" (p.79). Notice must be given at least fourteen days prior to the classes scheduled on dates the student will be absent. For religious holy days that fall within the first two weeks of the semester, notice should be given on the first day of the semester.*

### **The Final Grade:**

The course letter grade cannot be determined and questions about your course grade or standing in class cannot be answered until all examinations have been taken. Please do not ask for your class standing during the semester as it is not possible to correctly calculate class standings during the semester. The grade assigned is an informed and final evaluation and not the beginning offer in a bargaining process.

If an error occurs in the calculation of your grade, please notify me during the beginning of the following semester and actions will be taken to correct any errors. Please do NOT contact me to "lobby" for a higher grade. Any lobbying efforts (i.e. asking for a higher grade simply because you want one or need one) will not be tolerated.

Make-up or extra work to improve your grade is not possible. Your final letter grade is determined by the above stated method. Your general academic situation (For example, "I need a 'C' in this course to graduate.") and/or personal problems cannot be considered. The final grade in the course, once assigned, will not be changed except in the event of a recording error.

### LECTURE POLICIES

#### **Please DO NOT:**

- Forget to turn OFF your cellular telephones or pagers
- Read the Daily Texan, Austin American Statesman, Sports Illustrated, etc. during class
- Study for another class during lecture
- Surf the internet; engage in any form of video games, text messaging, etc.
- Talk to your neighbor while someone else is speaking

#### **Please DO:**

- Get plenty of SLEEP BEFORE class
- Be prepared – bring the correct equipment – pencils, pens, etc.
- Review your notes from previous lecture prior to coming
- SKIM the assigned reading
- READ the assignments following class
- Prepare for assignments a LITTLE EACH DAY
- Take your BlueTooth, iPod, earplugs, stereo, or pencil out of your ears!

#### **Tips for Success:**

- REWRITE your notes to a final neat format.
- Look up any terms, definitions, etc., that you struggled with in class
- Practice EXPLAINING the concepts from lecture to someone else
- Study with your group
- Remember: **Success comes BEFORE WORK ONLY in the dictionary.**
- The secret to success in this class is simple: keep up.
- Do NOT attempt to copy EVERYTHING on PowerPoint...transfer key info.
- Develop your own form of shorthand for note taking.

### PLEASE REMEMBER

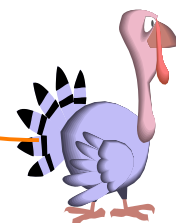


We will be using Blackboard throughout the semester, please check your email frequently and make sure your email address is updated. Updates, documents, and answers to frequently asked questions will be posted on Blackboard. We also recommend that you use anti-virus software frequently so as not to share computer problems. You are responsible for any events posted on BlackBoard. Students can find support in using Blackboard at the ITS Help Desk by calling 475-9400, Monday through Friday, 8 a.m. to 6 p.m. Please plan accordingly.

- + When calling the office, please leave a local phone number where you can be reached. Please email us ONCE per query. Generally I answer e-mail within 24 hours.
- + Remember, individual grades CANNOT be discussed via email or the telephone. All conversations about grades must be in the office – this is University Policy.
- + Only **selected** PowerPoint will be posted (for a limited time only) on Blackboard. Generally, PowerPoint for the day will be posted following lecture time and removed 48 hours later.
- + Keep up with your reading and assignments

## Class Activity Schedule Fall 2009

<b>August</b>	M	31	What Does it Mean to Be a Leader?
<b>September</b>	M	07	Labor Day Holiday
	M	14	Traits, Behaviors, Relationships/ Contingency Approaches
	M	21	The Leader as an Individual/Leadership Mind and Heart
	M	28	Courage and Moral Leadership
<b>October</b>	M	05	Followership
	M	12	Motivation and Empowerment
	M	19	Leadership Communication
	M	26	Leading Teams
<b>November</b>	M	02	Developing Leadership/Leadership Power and Influence
	M	09	Creating Vision, Direction/Shaping Culture, Values
	M	16	Communicating Change within your Organization
	M	23	Learning to Lead
	Th	26	<b>Thanksgiving Day</b>



**M 30 FINAL:**  **(NO MAKE-UP)**  
**INTERVIEW PRESENTATIONS**