

UMKC-The Henry Bloch School of Business and Public Administration
BMA 533: LEADERSHIP AND CHANGE IN ORGANIZATIONS
Winter Semester 2008

Updated 12-20-07

Instructor: Doranne M. Hudson
Executive-in-Residence, Visiting Instructor

Class Location: Bloch School, Room 14
Class Time: Wednesday evenings from 7:00-9:45
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Office Hours: Feel free to call or email me at any time; I can usually get back to you within 24 hours.

Course Overview and Objectives

This course is intended for those who aspire to leadership roles in organizations and those who relish the process of influencing others and making an impact. The objectives of the course are: 1) to provide students with new ideas and concepts about leadership; 2) to help students develop specific actions and strategies for leading others effectively; 3) to encourage students to think critically about their own leadership strengths and development needs.

There are three basic premises underlying the design of this course:

1. There are no simple answers or “how to’s” for effective leadership; leadership, by its nature is ambiguous and complex, and is highly dependent on the situation.
2. Given this, the best way to develop leadership skills is to be exposed to different ideas and practices, and to discuss and experiment with these in an ongoing process of self-reflection and learning.
3. Case studies are a proven method for simulating “real world” leadership practice and are powerful tools for sharpening analytic skills, decoding complexity, and identifying key issues and actions--all critical leadership competencies.

The course design is intended to challenge you conceptually and personally through classic and contemporary leadership readings, a variety of case analyses, role-plays, and personal case discussions. In addition to requiring rigorous reading and individual preparation, the course will involve you in a 5 to 6-person learning team, and members will work together on personal case discussions and a final leadership case project.

Class Reading

The amount of reading required in this course is significant; materials include a textbook, classic and contemporary articles from business publications such as the Harvard Business Review, and eleven case studies. Reading and preparation for class is projected at about 3 hours per week. Required reading includes:

1. Bolman, L. G. and Deal, T. E. *Reframing Organizations, 3d ed.* San Francisco: Jossey-Bass, 2003. (Widely available online--ISBN: 9780787964276)
2. A coursepack of cases and articles must be purchased through the bookstore for approximately \$95.

Evaluation and Grading

Your course grade will be based on two examinations, class preparation and participation, personal case preparation and discussion, a team analysis project, and a final paper. Detail is provided in the next section.

Application Exams (2)	30 and 40 points
Class preparation and participation (including case discussions)	40
Personal Case Preparation/Discussion	20
Personal Case Discussion Leadership	20
Team Analysis Project*	20
Final Paper	30
TOTAL	200 points

*Team grade; all other grades are based on individual performance

The grading scale is as follows:

A	=	188-200
A-	=	181-187
B+	=	174-180
B	=	168-173
B-	=	161-167
C+	=	154-160
C	=	148-153
C-	=	141-147
D	=	140 and below

Final grades will be posted on Blackboard. I cannot give grades by phone or by email due to UMKC policy.

Course Requirements

Application Exams

Two written exams will be given during class, to evaluate:

- Your understanding of the ideas and concepts from the course readings and class discussion
- Your ability to apply those concepts in practice.

The tests will include short answer questions as well as essay questions based on the reading of a specific case.

Class Preparation, Attendance, and Participation

This course requires consistent preparation, attendance, and participation. In addition to attending each class, you are expected to thoroughly prepare for class via readings, case analysis, and observation of leadership practices. While case analyses and practice reports are not turned in, I will occasionally provide an “opportunity” in class for students to demonstrate their preparation.

Active and engaged participation is assumed of leaders and is required in this class, regardless of your work experience, personality, or style. The diversity of experiences and styles that class members bring to class discussions enriches the learning experience for everyone. You are expected to participate in all in-class activities such as discussion of readings, cases, and leadership practices, as well as periodic role plays and team activities.

Personal Case Preparation and Discussion

Early in the term, you will prepare a brief personal case proposal, describing a challenging leadership issue or problem that you have experienced and what you hope to learn in a discussion of the case. You will receive a grade based on the clarity of the proposal, as well as the follow-up discussion of your case in the learning team.

In addition to presenting your own paper, you will also be responsible for leading the discussion of another student’s case, and you will receive a grade based on how well you prepared for and led the group’s discussion.

Team Case Analysis Project

Near the end of the term, each team will be responsible for analyzing a case and preparing and delivering a presentation to the class on their analysis and recommendations. You and your team will be evaluated on integrating course learning, identifying a wide range of options, and developing a clear, cohesive action plan.

Final Paper

The final paper will summarize key learning and insights you have gleaned from this course about your leadership, and the application of those insights to your personal case and/or work setting. The final paper should respond to the following questions:

1. What are the three or four most meaningful concepts about leadership—in addition to framing-- that you will take away from the course? Why are these important?
2. What are the most important things you have learned about yourself? (Note: these insights can include, but should go over and beyond, those gleaned from the personal case)
3. How will you apply your learning and insights to your own work setting moving forward? How, specifically, will you think or act differently based on what you have learned?

Papers should be 6-8 pages (double spaced) and evaluation criteria are as follows

- Depth and objectivity of personal insights
- Linkage to course material
- Communication clarity and persuasiveness

They are due—in hard copy form-- by 5:00pm May 5th. Late papers will be reduced one letter grade for each day they are late.

Attendance and Other Expectations

My expectations reflect standard business practice in an executive meeting:

1. Daily attendance and arrival by class time is expected. If you will not be there, or will be late, you should let me know by phone or email.
2. During class, students should be respectful of each other and me by turning off cell phones, laptops, blackberries and PDA's; not having sidebar discussions; and not leaving in the middle of class unless you let us know before class.
3. There are assignments/expectations for every class session, and these will average 3-4 hours.
4. Written assignments are to be turned in as hard copies, typed, on time, and well edited. Late papers are not accepted, except in unusual cases and when the situation has been discussed in advance of the due date; if accepted, the late paper will carry a 10% penalty.
5. Exam make-up will be allowed only in emergency situations, and will carry a 10% point penalty.
6. Integrity is essential to leadership. Anyone giving or receiving unauthorized aid on written assignments or examinations will be subject to the UMKC policy concerning academic dishonesty.

Students with any kind of disability should contact the Office of Student Services for Student Disabilities to make any special arrangements for this class

Course Outline (as of 12-20; please check Blackboard for changes)

DATE	FRAMEWORK	PRACTICE IDEAS	APPLICATION/CASES	ASSIGNMENT*
1-16	Introduction	Leadership vs. Management	The Endurance	Read BD 1, 2 Read “What Leaders Really Do”** (**Coursepack)
1-23	HR Frame	HR Perspective Forming Teams	Men’s Wearhouse	Read BD 6, 7 Prep Men’s Wearhouse**
1-30	HR Frame	Personal Values Leader Emotional Intelligence	JetBlue Airways	Read Kouzes and Posner handout Personal Values Statement DUE Read “Discovering Your Authentic Leadership”** Prep Jet Blue**
2-6	HR Frame	Motivation and Coaching	The Underperforming Executive	Read BD 5, 8 Read “What Makes a Leader”** Prep Underperforming Executive (handout) Personal Case DUE.
2-13	Structural Frame	Structural perspective	The Nature Conservancy	Read BD 3, 4 Prep The Nature Conservancy**
2-20	Structural Frame	Strategy, Structure, Roles	HCM Personal Case #1	Read HCM case (handout). Application Exam
2-27	Political Frame	Political perspective Sources of Power	Elizabeth Parker PC #2	Read BD 9, 10 Prep Elizabeth Parker**
3-5	Political Frame	Managing Up	Overhead Reduction Task Force PC #3	Prep OH Reduction Task Force** Review BD 5, 6 Read “Managing Your Boss”**
3-12	Political Frame	Managing Across	Overhead Reduction Task Force	Prep OH Reduction Task Force: Team meeting Read “Can Absence Make a Team Grow Stronger?”** Review BD 7,8
3-19	Symbolic/Political Frame	Symbolic Perspective Building Networks, Coalitions	Heidi Roizen PC #4	Read BD 12, 13 Read “How Leaders Create and Use Networks”** Prep Heidi Roizen case**
4-2	Symbolic Frame	Leading Change: On the Front End Leader Communication	Paul Levy PC #5	Read “Why Transformations Fail”** Prep: Change Through Persuasion**
4-9	Symbolic Frame	Leading Change: The Role of Culture	TBD Case PC #6	Read BD 14, 15 Read TBD Case (handout). Application Exam
4-16	Symbolic Frame	Leading Change: On the Back End	Exam Debrief PC Epilogue	Read BD 17, 19 Read “In Praise of The Incomplete Leader”** Read Arctic Timber**
4-23	Integration	4-Frame Analysis	Taran Swan	Read/Prep Taran Swan** Team Project DUE
4-30	Integration	4-Frame Analysis	Arctic Timber	Read/Prep Arctic Timber** Team Project DUE
By 5-5	Integration	4-Frame Analysis	N/A	Final Paper (in lieu of final exam) DUE

