AEE 560- Organizational and Administrative Leadership in Agricultural and Extension Education
Section 002     Fall 2009     3 credit hours

Course Description
This course is intended to prepare students to be effective members of organizations, either as team members or supervisors. Theories of organizational behavior and management will be emphasized in the course; only in so much as it is essential to be grounded in theory in order to apply it. Major topics include but are not limited to: motivation, job design, managing behavior, conflict management, positive communication and organizational design. This is an active course where students will be required to be active in and outside of class sessions.

Course Structure
The course will meet via World Wide Web. Students are expected to visit the course Moodle site often in order to get access to assignments, supplemental materials, grades and announcements.

Student Learning Outcomes
This course is designed to assist students in: 1) acquiring an understanding of organizational behavior and management from theory to practice and 2) develop the skills necessary to effectively manage organizations. Upon completion of the course, students will be able to:

1. Identify the theories of organizational behavior and management
2. Understand the facets of individual behaviors and how it relates to the management of organizations
3. Discover and understand group behavior and interpersonal influences and their relation to organizations
4. Understand group processes
5. Utilize methods of organizational design, change & innovation

Instructor
Dr Jackie Bruce Ph.D.
Email: jabruce2@unity.ncsu.edu
Phone: 919-513-8801

Office Location: 210 Ricks Hall
Office Hours: By appointment only

Course Meetings
Days: At your discretion

Required Text Books:
There is one required texts for this course. Students may purchase the book new from the book store, or may search online via Amazon.com or similar websites for used copies at a reduced rate

Organizational Behavior & Management- John M. Ivancevich, Robert Konopaske, Michael T. Matteson
Edition: Eighth
ISBN: 978-0-07-340508-7
Approximate New Cost: $122

Pre-Requisites:
Only students with graduate student status may enroll in the course

Transportation:
Students will be required to provide their own transportation for this class. Non-scheduled class time for field trips or out-of-class activities IS NOT required for this class.
**Grade Components:**
The purpose of the assignments is to enhance your learning. You will get out of this class what you put into it, so there are several key things you need to know when submitting work for a grade. Here they are:

- A high level of original, clear thought should be reflected in your work. Students are expected to be creative and to think clearly.
- Spelling, grammar and neatness counts. Good writing helps you communicate your thoughts and ideas in an effective way. Mistakes do happen, but make certain that you check the spelling and grammar of everything you submit for a grade. The best grades go to those students who submit neat, typewritten, and well-prepared documents.
- Plagiarism is not acceptable. Take the time to do things the right way, and avoid the unpleasantness associated with the unauthorized use of copyrighted material. The penalty for plagiarism is quite severe. Submitting, without prior permission of the instructor, any work which has at any time been submitted in identical or similar form by you or any other student in fulfillment of any other academic requirement at any institution is prohibited.
- When submitting papers for a grade, please follow the directions for each assignment. Unless otherwise noted, please prepare written assignments in the following manner:
  - Assignments are due by Saturday, 11:59PM. In other words, if an assignment is due in week 3, you must submit through Moodle by the Saturday (at 11:59PM) of that week.
  - Use 12 point, Times New Roman font.
  - Single space within a paragraph and double space between paragraphs.
  - Indent the first line of a paragraph.
  - Set the header, footer, and side margins at 1 inch
  - Place your name at the top of each page in the upper left hand corner
  - Whenever you have multiple pages to submit, please number them.
  - ALWAYS, ALWAYS, ALWAYS MAKE A BACKUP COPY OF YOUR WORK BEFORE YOU SUBMIT IT. Never submit your only copy of an assignment.

<table>
<thead>
<tr>
<th>Assignment Title</th>
<th>Pts Possible</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly Synthesis</td>
<td>10 pts. each/150 pts. total</td>
<td>Students will have a weekly synthesis to complete. These questions/problems will challenge you to synthesize course content in relationship to their real-life experiences. Will be completed via the message board tool in Moodle.</td>
</tr>
<tr>
<td>Exams</td>
<td>150 pts. each/300 pts. total</td>
<td>Two exams addressing course content including the book, notes, discussions.</td>
</tr>
<tr>
<td>Leadership Philosophy Statement</td>
<td>50 pts.</td>
<td>Your personal theory of leadership will draw upon class discussions, message board discussions, and your previous assignments. It should be a statement of your personal ethic regarding life in organizations. You should include your personal and professional beliefs—those that you will hold yourself up to at the end of the day—those by which others will judge you. 5 pg. maximum</td>
</tr>
<tr>
<td>Movie Reflection</td>
<td>100 pts.</td>
<td>Select a movie from the list provided by the instructor. Watch the movie and reflect on the issues and topics you’ve learned in class. Write up your reflection considering the following questions: What’s</td>
</tr>
</tbody>
</table>
the leadership issue (dilemma, struggle, point of view, etc.)? How is the issue dealt with and resolved? How do you feel about the handling of this issue? What made it "right" or "wrong" and what other choices and actions might have been taken (and why)? Do any aspects of the course that we have discussed so far did you see arise? What lessons, and insights, about being an effective leader do you derive from this analysis? 3 pg. maximum

Organizational Report & Critique 200 pts.  
Select an organization within your community with at least 5 employees on site (organizations must be approved by the instructor). You must choose an organization with which you are unfamiliar- in other words you cannot choose somewhere where you have personal or professional experience or ties. Observe the organization at work using the concepts learned in class as the guiding themes. Prepare a report using a variety of sources including any research articles that feature the organization, your observations of the organization, personal interviews with staff members, popular media accounts of the organization, the organization's own literature/materials, etc.

You will need to respond to the following items: a) what was your overall opinion of the organization you observed, b) what models or strategies did they use within their organizational structure, and c) provide a depth of information on each of the following topics: work behaviors, motivation, work design, evaluation/feedback, misbehavior issues, stress management, conflict management, leadership, and communication.

Papers should be 8-10 pages in length

Chapter Assignments 50 pts/ 200 pts total  
Throughout the course, students will be asked to get into the text and answer some of the questions found at the beginning and end of each chapter.

This Course uses Standard NCSU Letter Grading:

<table>
<thead>
<tr>
<th>Grade</th>
<th>A+</th>
<th>A</th>
<th>A-</th>
<th>B+</th>
<th>B</th>
<th>B-</th>
<th>C+</th>
<th>C</th>
<th>C-</th>
<th>D+</th>
<th>D-</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Range</td>
<td>97</td>
<td>93</td>
<td>90</td>
<td>87</td>
<td>83</td>
<td>80</td>
<td>77</td>
<td>73</td>
<td>70</td>
<td>67</td>
<td>60</td>
<td>63</td>
</tr>
</tbody>
</table>

In order to receive a grade of S, students are required to take all exams and quizzes, complete all assignments, and earn a grade of C- or better. Conversion from letter grading to credit only (S/U) grading is subject to university deadlines. Refer to the Registration and Records calendar for deadlines related to grading. For more details refer to [http://www.ncsu.edu/policies/academic_affairs/courses_undergrad/REG02.20.15.php](http://www.ncsu.edu/policies/academic_affairs/courses_undergrad/REG02.20.15.php).

Requirements for auditors: Information about and requirements for auditing a course can be found at [http://www.ncsu.edu/policies/academic_affairs/pols_regs/REG205.00.5.php](http://www.ncsu.edu/policies/academic_affairs/pols_regs/REG205.00.5.php).
**Incomplete Grades:**
If by some unforeseen circumstance you get behind in your coursework, you can request in writing that you be given an incomplete as a final course grade. Your request should state the reason(s) for needing an incomplete grade, and it must be submitted no later than the date of the final exam. You are also required to set up an appointment with the instructor to discuss your request. The Handbook for Advising and Teaching (2002) states, “At the discretion of the instructor, students may be given an incomplete grade for work not completed because of a serious interruption in their work not caused by their own negligence.” In this class, students will have 30 days from the date of the final exam to finish and submit all incomplete work. Incomplete work is still subject to late assignment deductions. We do not mind recording your grade as “incomplete” provided that you have a legitimate problem in completing the work on time. If an extended deadline is not authorized by the instructor or department, an unfinished incomplete grade will automatically change to an F after either (a) the end of the next regular semester in which the student is enrolled (not including summer sessions), or (b) the end of 12 months if the student is not enrolled, whichever is shorter. Incompletes that change to F will count as an attempted course on transcripts. The burden of fulfilling an incomplete grade is the responsibility of the student. The university policy on incomplete grades is located at http://www.ncsu.edu/policies/academic_affairs/grades_undergrad/REG02.50.3.php.

**Late Assignments**
All assignments are due by the date listed on the course outline and syllabus. Following an excused absence (as outlined by university policy), students may turn in late assignments up to three (3) days after their return to class without penalty. For non-university excused absences, late work will be accepted up to three (3) days past the due date and will be penalized 10% per day late.

**Attendance**
Attendance will not be taken in this class. However, to fully reap the benefits of the course, students are expected to be fully engaged members of class.

Absences will follow the policies outlined by the university.

**No make-up work will be allowed.** Students who are absent (excused or otherwise) will be expected to turn in the assignments outlined in the course syllabi. Students who are forced to miss an exam and fall under the excused absence definition as outlined by the university must contact the instructor at the earliest possible time and arrange to take the exam at a time and location mutually agreed upon by all parties.

**Academic Integrity**
Students are required to comply with the university policy on academic integrity found in the Code of Student Conduct found at http://www.ncsu.edu/policies/student_services/student_discipline/POL11.35.1.php
Academic Honesty
See http://www.ncsu.edu/policies/student_services/student_discipline/POL11.35.1.php for a detailed explanation of academic honesty.

Honor Pledge
You signature on any test or assignment indicates "I have neither given nor received unauthorized aid on this test or assignment."

Electronically Hosted Course Components:
Students may be required to disclose personally identifiable information to other students in the course, via electronic tools like email or web-postings, where relevant to the course. Examples include online discussions of class topics, and posting of student coursework. All students are expected to respect the privacy of each other by not sharing or using such information outside the course.

Electronically-hosted Components: This course will be using Moodle.

Accommodations for Disabilities:
Reasonable accommodations will be made for students with verifiable disabilities. In order to take advantage of available accommodations, student must register with the Disability Services Office (http://www.ncsu.edu/dso) located at 1900 Student Health Center, Campus Box 7509, 515-7653. For more information on NC State’s policy on working with students with disabilities, please see the Academic Accommodations for Students with Disabilities Regulation at http://www.ncsu.edu/policies/academic_affairs/courses_undergrad/REG02.20.1.php.

Policy on Discrimination
NC State University provides equality of opportunity in education and employment for all students and employees. Accordingly, NC State affirms its commitment to maintain a work environment for all employees and an academic environment for all students that is free from all forms of discrimination. Discrimination based on race, color, religion, creed, sex, national origin, age, disability, veteran status, or sexual orientation is a violation of state and federal law and/or NC State University policy and will not be tolerated. Harassment of any person (either in the form of quid pro quo or creation of a hostile environment) based on race, color, religion, creed, sex, national origin, age, disability, veteran status, or sexual orientation also is a violation of state and federal law and/or NC State University policy and will not be tolerated. Retaliation against any person who complains about discrimination is also prohibited. NC State’s policies and regulations covering discrimination, harassment, and retaliation may be accessed at http://www.ncsu.edu/policies/campus_environ or http://www.ncsu.edu/equal_op. Any person who feels that he or she has been the subject of prohibited discrimination, harassment, or retaliation should contact the Office for Equal Opportunity (OEO) at 515-3148.
Course Schedule:
The instructor reserves the right to make changes to this syllabi at any time should the need arrive. Students will be given ample notice should changes occur.

<table>
<thead>
<tr>
<th>Week</th>
<th>Title</th>
<th>Assignments Due</th>
</tr>
</thead>
</table>
| Week 1| Introduction to the Course      | IKM Chs.1 & 2  
Weekly Synthesis Assignment |
| Week 2| Individual Differences & Work Behavior | IKM Ch. 3  
Weekly Synthesis Due |
| Week 3| Perceptions, Attributes & Emotions | IKM Ch. 4  
Weekly Synthesis Due  
Chapter Assignment |
| Week 4| Motivation                      | IKM Ch. 5  
Weekly Synthesis Due |
| Week 5| Job Design, Work, & Motivation  | IKM Ch. 6  
Weekly Synthesis Due  
Leadership Philosophy Due |
| Week 6| Evaluation, Feedback & Rewards  | IKM Ch. 7  
Weekly Synthesis Due  
Chapter Assignment |
| Week 7| Managing Misbehavior            | IKM Ch. 8  
Weekly Synthesis Due |
| Week 8| Managing Individual Stress       | IKM Ch. 9  
Weekly Synthesis Due  
Mid-Term Exam |
| Week 9| Groups & Teams                   | IKM Ch. 10 
Weekly Synthesis Due  
Chapter Assignment |
| Week 10| Managing Conflict & Negotiations | IKM Ch. 11 
Weekly Synthesis Due |
| Week 11| Power, Politics, & Empowerment   | IKM Ch. 12 
Weekly Synthesis Due |
| Week 12| Communication & Decision Making  | IKM Ch. 13 & 14  
Weekly Synthesis Due  
Chapter Assignment |
| Week 13 | Leadership | IKM Ch. 15  
Weekly Synthesis Due  
Movie Assignment Due |
|----------------------------------|---------------|
| Week 14 | Organizational Structure & Design | IKM Ch. 16  
Weekly Synthesis Due |
| Week 15 | Managing Organizational Change | IKM Ch. 17  
Weekly Synthesis Due  
Organizational Observation & Critique |
| Week 16 | | Final Exam Due |