AEC6905
Organizational Leadership in Agricultural and Life Sciences
3 Credits; Section 7C75
Summer 2013

Instructor: Dr. Hannah S. Carter
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Fax: (352) 392-0589
Email: hscarter@ufl.edu
Office Hours: By appointment.

Class Meeting Time: Wednesday Period 4-6 12:30 p.m. – 4:45 p.m.

Class Location: 306 Rolfs Hall

Required Textbooks:

Course Description:
This course is designed to examine leadership as it relates to organizations and provide a knowledge base of theories, research and practices necessary for effective organizations. Topics will focus on: organizational leadership, culture, structure, relationships, change, and conflict. This course is designed for all graduate students who are interested in positions of leadership within organizations and who want to learn more about making the organizations they lead more effective.

Objectives:
The general objectives of this course are to:
1. Describe effective leadership in organizations.
2. Analyze problems associated with organizations and their leaders.
3. Examine organizational structures, cultures and membership and how they relate to organizational effectiveness.
4. Determine how communication and change affect organizations.
5. Evaluate organizational performance and develop ways to improve performance and leadership.

The “Organization”:
It is important to keep in mind throughout this semester that you and your classmates are an organization—how will you work together, communication, solve conflict, create a culture, etc. as a group?
**Assignments, Grades, and Dates**

**Attendance and participation:**
Attendance in class is expected, and it will be taken into account in your final grade. Contact the instructor ahead of a scheduled class, in the event of an emergency that would prevent you from attending a class. Attendance and participation in class are both vitally important to a thorough understanding of the material. Attendance and participation in class/group activities will comprise **100 points** of your overall grade. A number of individual and group assignments will take place in class, but some will require additional time outside of class.

**Reading Assignments:**
There are two textbooks assigned for the course, and you may purchase it at the Florida bookstore. In addition, there is a collection of readings that will be made available by the instructor for your use in class preparation. Other reading materials from journals, magazines, books, etc. may also be used. These additional readings will be distributed during class, or notice will be provided as to how students are to obtain these materials.

Each student is expected to read the materials denoted for each class prior to our discussion of the topic, thus enabling you to participate in class. Time will be taken at the beginning of each class to address questions and discuss issues that arise from the readings. Readings will also be critical for incorporation into class assignments and papers.

**Assignments:**

**Reflection Questions:**
Starting Week 2 of classes, by Monday at 5:00 p.m. every week, please post two questions that you had in regard to the reading assignment for that week on our Basecamp project page that will be created for this class. These questions will be the basis for our class discussions and will account for **12%** of your total grade.

**Annotated Bibliography:**
Because of the rather broad nature of this course, it is impossible to get more than a superficial overview of the many topics, theories and issues that comprise the area of Organizational Leadership. In order to get a more thorough understanding of at least one aspect within this field, each student will develop an annotated bibliography of 4 related articles. There needs to be a common theme of the articles you choose. Review the course syllabus for some possible areas in Organizational Leadership where you may focus your search. Students will need to attain instructor approval for his/her focus area prior to **May 24th**.

For this assignment, you will develop a summary of four related articles (from at least 3 different sources and written during the last 10 years). For each article, include the following elements:
1. Complete bibliographic information (APA style).
2. The type of article (research, theory, description, commentary, etc.), and the population discussed (agriculture, education, business, industry, nursing, etc.).

3. A half-page descriptive summary of the article (the gist of the article).

4. Your synopsis of the article. This could include strengths, weaknesses, practical application and, particularly, what you learned and could apply from the article.

5. Use single-spaced 12-point font for this assignment. Including each of the above elements, you will have about a two page write-up for each article.

This assignment will account for 120 points of your overall grade (each bibliography is 30 points). This is due on June 28th.

**Book Review:**
In recent years, there have been many, many books written about organizational leadership—usually from the leader’s perspective. Some of these books have a great deal of value, some are based on theory, some are not. Choose one “popular culture” organizational leadership book to read. Book summaries should include a 1-2 page summary (please bring copies of this summary to class to share with your classmates) and 2-3 pages in which you will relate this book to the class, your ideas, and to future use in your career. Book presentations will be 5-10 minutes in length. The book summary and presentation will account for 16% of your total grade. The book review and presentations are due June 14th.

**Organization Review:**
This assignment will be conducted through small teams of 2-3 students. You and your team member(s) will select an organization as a topic of a case study. Organizations need to meet the instructor’s approval by May 31st. The team’s analysis of the organization should illustrate an understanding of fundamental principles and issues organizational leadership. The purpose of this assignment is to illustrate students’ understanding of key issues of organizational leadership “in action.”

Teams will need to make an appointment to interview the organizational “leader” and one or more members of this organization. The more individuals you can interview at various levels of decision-making and involvement in the organization, the more comparisons teams can draw, and the more comprehensive your composite picture of what is actually taking place within this organization. Teams will prepare an oral report of the findings for the class and a written narrative for the instructor.

The oral report (100 points) and written report (150 points) are the two end products that teams will submit for grading. The purpose of the oral report is to provide other class members with an educational overview of your findings. Teams of two will have 25 minutes and teams of three will have 40 minutes for presentations. Teams should utilize methods that are conducive to effective adult learning in their presentations. The written report needs to provide an overall description of the interview and findings. This may be up to 12 pages in length, excluding supporting materials. Oral reports will be conducted on July 5th and July 12th. Written reports are due on July 12th. A separate handout will be available that denotes the scoring breakdown for each of these end products.
**Final Exam:**
The epic failure of organizational leadership in an actual event (think Hurricane Katrina, the BP oil spill) will be outlined and described. Background information will be given in class on July 5th. Your organization (the entire class) will be responsible for creating an “Organizational Leadership Plan” for the organization described. You will work as an entire group on this assignment. It will be worth 250 points and due the last day of classes. A separate handout and information will be provided to complete this assignment.

**Course Assignments and Grading Values**

Final grades in this class will be comprised of five parts:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
<th>Points</th>
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<tbody>
<tr>
<td>Attendance and Participation</td>
<td>10%</td>
<td>100</td>
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<tr>
<td>Reflection Questions</td>
<td>12%</td>
<td>120</td>
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<tr>
<td>Annotated Bibliography</td>
<td>12%</td>
<td>120</td>
</tr>
<tr>
<td>Book Review &amp; Presentation</td>
<td>16%</td>
<td>160</td>
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<tr>
<td>Organization Review</td>
<td>25%</td>
<td>250</td>
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<tr>
<td>Final</td>
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<td>250</td>
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TOTAL 100% 1000 points

**Course Grading Scale:**

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<tr>
<th>Letter Grade</th>
<th>Points</th>
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<tr>
<td>A</td>
<td>900 – 1000</td>
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<tr>
<td>B+</td>
<td>860 - 899</td>
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<tr>
<td>B</td>
<td>800 - 859</td>
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<tr>
<td>C+</td>
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<td>C</td>
<td>700 - 759</td>
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<td>D+</td>
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<td>D</td>
<td>600 - 659</td>
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<td>E</td>
<td>599 or less</td>
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*Any assignment turned in late will be penalized 10% off the final grade per day the assignment is late.*

**2011 Tentative Class Schedule:**

<table>
<thead>
<tr>
<th>Date</th>
<th>Topics – Readings – Guest Speakers</th>
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<tbody>
<tr>
<td><em>Week 1</em></td>
<td><em>Introduction to Organizational Leadership</em></td>
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<tr>
<td>May 10</td>
<td><em>Syllabus Review</em></td>
</tr>
<tr>
<td><em>Week 2</em></td>
<td><em>Readings: Good to Great (readings will be provided)</em></td>
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<tr>
<td>May 17</td>
<td></td>
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<td></td>
<td><strong>Organizational Evaluation</strong></td>
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<td>Dr. Alexa Lamm</td>
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| Week 3  | May 24 | Readings: Organizational Culture & Leadership – Part I
|         |       | Other readings will be posted on Basecamp
|         |       | **Annotated Bibliography Topic Due**

| Week 4  | May 31 | Readings: Organizational Culture & Leadership – Part II
|         |       | Other readings will be posted on Basecamp
|         |       | **Leadership in Rural Healthcare Organizations**
|         |       | Ms. Joy Barresi Saucier
|         |       | Vice President, Knowledge Services/Chief Information Officer
|         |       | The Aroostook Medical Center
|         |       | **Organization & Teams Chosen for Review Assignment**

| Week 5  | June 7 | Readings: Organizational Culture & Leadership – Part III
|         |       | Other readings will be posted on Basecamp
|         |       | **Book Review & Presentations Due**

| Week 6  | June 14 | Break – No Class

| Week 7  | June 21 | Readings: Organizational Culture & Leadership – Part IV & V
|         |       | **Leadership in Higher Education Organizations**
|         |       | Dr. Larry Arrington
|         |       | UF/IFAS
|         |       | Dr. Ed Osborne
|         |       | Chair
|         |       | Department of Agricultural Education & Communication
|         |       | **Annotated Bibliography Due**

| Week 9  | July 5  | Readings: Organizational Traps – Part I
|         |       | **Organizational Review Presentations**

| Week 10 | July 12 | Readings: Organizational Traps – Part II
|         |       | **Organizational Review Due**
|         |       | **Organizational Review Presentations**

| Week 11 | July 19 | **Work Day – No Class**

| Week 12 |       | Miscellaneous topics in Organizational Leadership
**July 26**
Readings will be posted on Basecamp

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**Week 13**
**Aug 2**
Wrap-Up and Evaluation
Final Due by 5:00 p.m.

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**Academic Honesty**
As a result of completing the registration form at the University of Florida, every student has signed the following statement:

“I understand that the University of Florida expects its students to be honest in all their academic work. I agree to adhere to this commitment to academic honesty, and understand that my failure to comply with this commitment may result in disciplinary action up to and including expulsion from the University.”

It is to be assumed all work will be completed independently unless the assignment is defined as group project, in writing by the professor.

**Software Use**
All faculty, staff, and students of the University are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against University policies and rules, disciplinary action will be taken as appropriate.

**Campus Helping Resources:**
Students experiencing crisis or personal problems that interfere with their general well-being are encouraged to utilize the university’s counseling resources. Both the Counseling Center and Student Mental Health provide confidential counseling services at no cost for currently enrolled students. Resources are available on-campus for students having personal problems or lacking clear career and academic goals that interfere with their academic performance. These resources include:

1. University Counseling Center, 301 Peabody Hall, 392-1575, personal and career counseling; www.counsel.ufl.edu
2. Student Mental Health, Student Health Care Center, 392-1171, personal counseling; www.hsc.ufl.edu/shcc/smhs.htm
3. Sexual Assault Recovery Services (SARS), Student Health Care Center, 392-1161, sexual counseling; and
4. Career Resource Center, Reitz Union; 392-1601, career development assistance and counseling.

**Students with Disabilities Act**
The Dean of Students Office coordinates the needed accommodations of students with disabilities. This includes the registration of disabilities, academic accommodations
within the classroom, accessing special adaptive computer equipment, providing interpretation services, and mediating faculty-student disability related issues.


Additional books:


