



AEC 6411: Organizational Leadership

Agricultural Education and Communication

Course Instructor:

Dr. Matthew Sowcik

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Office Hours: Since this is an online course – we have set up two different options. We will be hosting weekly office hours (please see announcements for dates/times) and you can make an appointment (Meeting face-to-face and over online conference tools)

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.

Course Goals:

Upon completion of this course, students will be able to:

1. Evaluate contemporary organizational leadership theories
2. Apply organizational leadership frames to a real-world organizational context
3. Model effective leadership skills

Course Textbooks Required:

Bolman, L. G., & Deal, T. E. (2013). *Reframing organizations*. San Francisco: Jossey-Bass Publishers.

E-Learning:

Since this is an online course, the entire course (instruction, readings and work) will be listed on E-Learning Canvas (<http://elearning.ufl.edu>). If you have difficulty accessing the site contact the Help Desk at 352-392-HELP (4357) or helpdesk@ufl.edu.

Course Expectations:

First and foremost, this class should be fun and enjoyable! The class was designed in a way that is intentional about providing you the optimal educational experience. Please know that you can reach out to me at any point with questions and concerns and I will get back to you (or one of the TAs) within 24 hours.

Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation.

As part of this course and a citizen of the UF Community, you will be requested to complete a course evaluation at the end of the semester. This is such an important part of the process and will certainly aid in the development of this course.

For Your Information:

Our class sessions may be audio visually recorded for students in the class to refer back and for enrolled students who are unable to attend live. Students who participate with their camera engaged or utilize a profile image are agreeing to have their video or image recorded. If you are unwilling to consent to have your profile or video image recorded, be sure to keep your camera off and do not use a profile image. Likewise, students who un-mute during class and participate orally are agreeing to have their voices recorded. If you are not willing to consent to have your voice recorded during class, you will need to keep your mute button activated and communicate exclusively using the "chat" feature, which allows students to type questions and comments live. The chat will not be recorded or shared. As in all courses, unauthorized recording and unauthorized sharing of recorded materials is prohibited.

Expectations for Writing:

In all courses in the Department of Agricultural Education and Communication's Communication and Leadership Development (CLD) specialization, the following **writing standards** are expected to be followed, unless otherwise specified for a particular writing assignment. Not following these writing standards will result in substantially lower grades on writing assignments.

- Proper grammar and punctuation are mandatory.
- Proper sentence structure is required. This means...
 - Not using "tweet-talk" in your assignments.
 - Making sure that your sentences have a subject, verb, and (when needed) an object.
 - Not having sentence fragments.
 - And anything else that would pertain to "proper sentence structure."
- Good thoughts/content throughout the writing assignment.
- For assignments that require citations, use American Psychological Association style. Proper APA citation and reference document is expected.
- For assignments that are more reporter-style articles (news stories, news releases, public relations writing), you are expected to follow Associated Press Style, as discussed in AEC 4031.

Academic Honesty:

As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge: "*We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and*

integrity.” You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied: *"On my honor, I have neither given nor received unauthorized aid in doing this assignment."*

It is assumed that you will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g. assignments, papers, quizzes, exams). Furthermore, as part of your obligation to uphold the Honor Code, you should report any condition that facilitates academic misconduct to appropriate personnel. It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For more information regarding the Student Honor Code, please see: <http://www.dso.ufl.edu/SCCR/honorcodes/honorcode.php>.

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 crises or personal problems that interfere with their general well-being are encouraged to utilize the university’s counseling resources. The Counseling & Wellness Center provides confidential counseling services at no cost for currently enrolled students. Resources are available on campus for students having personal problems or lacking clear career or academic goals, which interfere with their academic performance.

Health and Wellness

U Matter, We Care: If you or someone you know is in distress, please contact umatter@ufl.edu, 352-392-1575, or visit [U Matter, We Care website](#) to refer or report a concern and a team member will reach out to the student in distress.

Counseling and Wellness Center: [Visit the Counseling and Wellness Center website](#) or call 352-392-1575 for information on crisis services as well as non-crisis services.

Student Health Care Center: Call 352-392-1161 for 24/7 information to help you find the care you need, or [visit the Student Health Care Center website](#).

University Police Department: [Visit UF Police Department website](#) or call 352-392-1111 (or 9-1-1 for emergencies).

UF Health Shands Emergency Room / Trauma Center: For immediate medical care call 352-733-0111 or go to the emergency room at 1515 SW Archer Road,

Gainesville, FL 32608; [Visit the UF Health Emergency Room and Trauma Center website.](#)

Academic Resources

E-learning technical support: Contact the [UF Computing Help Desk](#) at 352-392-4357 or via e-mail at helpdesk@ufl.edu.

[Career Connections Center:](#) Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services.

[Library Support:](#) Various ways to receive assistance with respect to using the libraries or finding resources.

[Teaching Center:](#) Broward Hall, 352-392-2010 or to make an appointment 352- 392-6420. General study skills and tutoring.

[Writing Studio:](#) 2215 Turlington Hall, 352-846-1138. Help brainstorming, formatting, and writing papers.

Student Complaints On-Campus: [Visit the Student Honor Code and Student Conduct Code webpage for more information.](#)

On-Line Students Complaints: [View the Distance Learning Student Complaint Process.](#)

Services for Students with Disabilities:

The Disability Resource Center coordinates the needed accommodations of students with disabilities. This includes registering disabilities, recommending academic accommodations within the classroom, accessing special adaptive computer equipment, providing interpretation services and mediating faculty-student disability related issues. Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation. Students should follow this procedure as early as possible in the semester. 0001 Reid Hall, 352-392-8565, www.dso.ufl.edu/drc/

Other Issues:

Please see the University of Florida Student Guide (<http://www.dso.ufl.edu/studentguide>) for specific questions concerning your college experience.

Course Evaluations:

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu>. Towards the end of the semester, students will receive an e-mail with specific times when they can complete this feedback. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>.

Grade Breakdown: Please note grades are based on percentages. All grades will be submitted into E-Learning Canvas and totals will be kept throughout the semester. Grade points is in accordance with UF policies: <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

Items	Percentage of Overall Grade
Quizzes	25%
Discussion Board Posts	25%
Assignments	40%
Final Paper	10%

A	100%	to 94%
A-	< 94%	to 90%
B+	< 90%	to 87%
B	< 87%	to 84%
B-	< 84%	to 80%
C+	< 80%	to 77%
C	< 77%	to 74%
C-	< 74%	to 70%
D+	< 70%	to 67%
D	< 67%	to 64%
D-	< 64%	to 61%
E	< 61%	to 0%

Course Outline and Make-up Policy:

It is very important that you refer to the E-Learning Canvas site to manage your workload for the week. The readings, videos, assignments, quizzes are purposefully laid out to be done in a particular order and there are several due dates (Thursday and Sunday) *each week*. Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found at:

<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

Course Outline Checklist:

Week	<p style="text-align: center;">Topic</p> <p style="text-align: center;">Readings: Due</p> <p style="text-align: center;">Assignments</p>
<p style="text-align: center;">1</p> <p style="text-align: center;">Aug 31</p>	<p><i>**If you have not already done so, please complete the Start Here module including watching the Course Overview video</i></p> <hr/> <ul style="list-style-type: none"> • Create a Video Introduction • Watch Intro to Leadership_ • Contribute to M1 Discussion • Read Chapter 1 • Read Chapter 2 • Take the M1 Quiz
<p style="text-align: center;">2</p> <p style="text-align: center;">Sept 7</p>	<ul style="list-style-type: none"> • Watch: Ten Leadership Theories in Five Minutes • Contribute to the M2 Discussion • Watch Intro to Frames • Complete the M2 CEO Email assignment • Read:Kellerman, B. (2014). Chapter 7: Organizations. In Hard Times: Leadership in America (pp. 84-92). Stanford, CA: Stanford University Press. • HBR's Management Is (Still) Not Leadership by John P. Kotter • Take the M2 Quiz

Week	<p style="text-align: center;">Topic</p> <p style="text-align: center;">Readings: Due</p> <p style="text-align: center;">Assignments</p>
<p style="text-align: center;">3</p> <p style="text-align: center;">Sept 14</p>	<ul style="list-style-type: none"> • Watch: Business Studies - Organizational Structure: Business Exam Tips • Read Chapters 3 & 4: Bolman and Deal • Watch Structural Imperatives • Watch: What is organizational structure? • Read The 5 Types of Organizational Structures (5 part series) by Jacob Morgan: <ol style="list-style-type: none"> 1. Part 1, The traditional hierarchy (Links to an external site.) 2. Part 2, ‘Flatter’ organizations (Links to an external site.) 3. Part 3, Flat organizations (Links to an external site.) 4. Part 4, Flatarchies (Links to an external site.) 5. Part 5, Holacratic organizations (Links to an external site.) • Contribute to the M3 Discussion • Complete the M3 Organizational Chart assignment • Take the M3 Quiz
<p style="text-align: center;">4</p> <p style="text-align: center;">Sept 21</p>	<ul style="list-style-type: none"> • Complete the M4 Virtual Icebreaker assignment - <i>*To get the most out of this assignment, be sure to complete this assignment FIRST (before watching the videos and completing the reading)*</i> • Watch: Teams versus Groups • Read Chapter 5: Bolman and Deal • Watch Groups and Teams • Participate in the Real-time Conversation • Take the M4 Quiz
<p style="text-align: center;">5</p> <p style="text-align: center;">Sept 28</p>	<ul style="list-style-type: none"> • Read Chapter 6: Bolman and Deal • Watch Human Resource Frame Introduction • Read Putting the service-profit chain to work • Complete the M5 Service Profit Chain Audit assignment • Watch HR Frame: Theories • Contribute to the M5 Discussion • Read Motivation through conscious goal setting • Watch: Motivation and Goal Setting • Watch Dan Pink: The puzzle of motivation • Take M5 Quiz

Week	<p style="text-align: center;">Topic</p> <p style="text-align: center;">Readings: Due</p> <p style="text-align: center;">Assignments</p>
<p style="text-align: center;">6</p> <p style="text-align: center;">Oct 5</p>	<ul style="list-style-type: none"> • Read Chapters 7 & 8 • Watch Individual Differences • Please fill out this free Myers Briggs Personality Assessment • Contribute to the M6 Discussion • Watch: Personality Differences • Generational Differences • The first 20 minutes of FRONTLINE's A Class Divided • Complete the M6 Present Day Discrimination assignment • Take the M6 Quiz
<p style="text-align: center;">7</p> <p style="text-align: center;">Oct 12</p>	<ul style="list-style-type: none"> • Complete the M7 Appreciative Inquiry Interview assignment - *Look at this first, it requires you to recruit a colleague* • Watch: Introduction to Relationships • Watch: Emotions and Emotional Intelligence • Watch: Recognition • Take the M7 Quiz
<p style="text-align: center;">8</p> <p style="text-align: center;">Oct 19</p>	<ul style="list-style-type: none"> • Complete the M8 Relationship Influence assignment - *Look at this first, it requires you to recruit others and that half should be completed before the readings and videos* • Read Chapter 9 • Watch: Introduction to the Political Frame • Watch: Power • Science of Persuasion • Contribute to the M8 Discussion • Take the M8 Quiz

Week	<p style="text-align: center;">Topic</p> <p style="text-align: center;">Readings: Due</p> <p style="text-align: center;">Assignments</p>
<p style="text-align: center;">9</p> <p style="text-align: center;">Oct 26</p>	<ul style="list-style-type: none"> • Watch: Conflict 1 • Watch: Conflict 2 • Watch: Conflict 3 • Contribute to the M9 Discussion • Read: Chapter 11 • HBR's Office Politics Isn't Something You Can Sit Out by Kathleen Kelley Reardon • Complete the M9 Office Politics Org Chart Re-Map assignment • Take the M9 Quiz
<p style="text-align: center;">10</p> <p style="text-align: center;">Nov 2</p>	<ul style="list-style-type: none"> • Watch Organizational Symbols • Read: Chapter 12 • Lunenburg, F. C. (2011). Understanding organizational culture: A key leadership asset. National Forum of Educational Administration and Supervision Journal, 29(4), 1-12. • Contribute to the M10 Discussion • Complete the M10 Symbolic Frame Assessment assignment • Take the M10 Quiz
<p style="text-align: center;">11</p> <p style="text-align: center;">Nov 9</p>	<ul style="list-style-type: none"> • Read Chapter 13 and 14 • Watch: How Great Leaders Inspire... • Watch: Symbolic Frame Introduction • What is your personal brand? • Complete the M11 Your Personal Brand assignment - *Be sure to give yourself adequate time to complete this assignment because it requires you to recruit others.* • Participate in the Real-time Conversation • Take the M11 Quiz

Week	<p style="text-align: center;">Topic</p> <p style="text-align: center;">Readings: Due</p> <p style="text-align: center;">Assignments</p>
<p style="text-align: center;">12</p> <p style="text-align: center;">Nov 16</p>	<ul style="list-style-type: none"> • Watch: Ethical Leadership, Part 1: Perilous at the Top • Ethical Leadership, Part 2: Best Practices (9:55) (Links to an external site.) • Watch Overconfidence and Humility • Read: Ciulla, Joanne B. (2004). Ethics and leadership effectiveness. (Links to an external site.) In J. Antonakis, A. T. Cianciolo, & R. J. Sternberg (Eds.), The nature of leadership (pp. 302-327). Thousand Oaks, CA: Sage Publications. • Read: Chapter 19 • Contribute to the M12 Discussion • Take the M12 Quiz
<p style="text-align: center;">13</p> <p style="text-align: center;">Nov 23</p>	<ul style="list-style-type: none"> • Watch: • TEDxPerth - Jason Clarke - Embracing Change • Watch Change Initiatives • Contribute to the M13 Discussion (Watch the discussion video first: Who Moved My Cheese) • Read Chapter 18 • Complete the M13 Change Initiative assignment • Take the M13 Quiz
<p style="text-align: center;">14</p> <p style="text-align: center;">Nov 30</p>	<ul style="list-style-type: none"> • Watch Integrating Frames • Read Chapter 20 • Watch The Paper • Optional: THE PAPER (1994): Movie Trailer • Complete The Paper assignment • Take the M14 Quiz
<p style="text-align: center;">15</p> <p style="text-align: center;">Dec 7</p>	<ul style="list-style-type: none"> • Read over Epilogue: Artistry, Choice and Leadership and The Best of Organizational Studies (in the book) • Complete the Final Case Study