



## **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. (**YES it is necessary to get...NO the edition does not matter that much**)

Sowcik, M. (2022). *The H-Factor: The Intersection between humility and great leadership*. New Degree Press. (**Find it on Amazon...Search for "Sowcik" it is a red book**)

#### **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](mailto: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](mailto: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](mailto: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.](#)

## **In-Class Recording:**

- Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.
- A “class lecture” is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session.
- Publication without permission of the instructor is prohibited. To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class

section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code.

**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/](http://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%
Class Participation	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	
1 Jan 9th	<p><b>Prep Work</b></p> <ul style="list-style-type: none"> <li>• Read Chapter 1 &amp; 2 (Bolman and Deal)</li> <li>• Read Chapter 1 A &amp; B (Sowcik)</li> </ul> <p><b>Class</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Intro to Leadership</li> <li>• Humility Discussion</li> <li>• Frames Discussion</li> </ul>

<b>Week 2 OFF Holiday</b>	
<p>3 Jan 23</p>	<p><b>Prep Work</b></p> <ul style="list-style-type: none"> <li>• Take the Quiz</li> <li>• Read: Kellerman, B. (2014). Chapter 7: Organizations. In <i>Hard Times: Leadership in America</i> (pp. 84-92). Stanford, CA: Stanford University Press.</li> <li>• HBR's Management Is (Still) Not Leadership by John P. Kotter</li> <li>• Read Chapter 2 A &amp; B (Sowcik)</li> </ul> <p><b>Class</b></p> <ul style="list-style-type: none"> <li>• Quick Review of Leadership Theory</li> <li>• Impact of Context</li> <li>• Testing out the Frames CEO Email</li> <li>• Humility Conversation</li> </ul>
<p>4 Jan 30</p>	<p><b>Prep Work</b></p> <ul style="list-style-type: none"> <li>• Take the Quiz</li> <li>• Read Chapters 3 &amp; 4: Bolman and Deal</li> <li>• Read Chapter 3 A &amp; B (Sowcik)</li> <li>• Read The 5 Types of Organizational Structures (5 part series) by Jacob Morgan:             <ol style="list-style-type: none"> <li>1. Part 1, The traditional hierarchy</li> <li>2. Part 2, 'Flatter' organizations</li> <li>3. Part 3, Flat organizations</li> <li>4. Part 4, Flatarchies</li> <li>5. Part 5, Holacratic organizations</li> </ol> </li> </ul> <p><b>Class</b></p> <ul style="list-style-type: none"> <li>• Understanding Organizational Structure</li> <li>• Discuss Humility</li> <li>• Addressing Your Organizations Structure</li> </ul>

<p>5 Feb. 6</p>	<p><b>Prep Work</b></p> <ul style="list-style-type: none"> <li>• Take the Quiz</li> <li>• Read Chapter 5: Bolman and Deal</li> <li>• Read Chapter 4 (Intro and 4A) Sowcik</li> </ul> <p><b>Class</b></p> <ul style="list-style-type: none"> <li>• Teams versus Groups</li> <li>• Watch Groups and Teams</li> <li>• Context and Teams</li> <li>• Discussion on Humility</li> </ul>
<p>6 Feb. 13</p>	<p><b>Prep Work</b></p> <ul style="list-style-type: none"> <li>• Take the Quiz</li> <li>• Read Chapter 6: (Bolman and Deal)</li> </ul> <p><b>Class</b></p> <ul style="list-style-type: none"> <li>• Human Resource Frame Introduction</li> <li>• HR Frame: Theories</li> <li>• Motivation</li> <li>• Goal Setting</li> <li>• Dan Pink: The puzzle of motivation</li> </ul>
<p>7 Feb 20</p>	<p><b>Prep Work</b></p> <ul style="list-style-type: none"> <li>• Take M5 Quiz</li> <li>• Read Chapters 7 &amp; 8 (Bolman and Deal)</li> <li>• Read Chapter 4B and 4C (Sowcik)</li> </ul> <p><b>Class</b></p> <ul style="list-style-type: none"> <li>• Watch Individual Differences</li> <li>• Myers Briggs Personality Assessment</li> <li>• Generational Differences</li> <li>• Discrimination</li> <li>• Discussion about Humility</li> </ul>



<p>8 Feb 27</p>	<p><b>Prep Work</b></p> <ul style="list-style-type: none"> <li>• Take the Quiz</li> <li>• Read Chapter 5 (Intro, 5A, 5B, 5C) (Sowcik)</li> <li>• Appreciative Inquiry Interview assignment</li> </ul> <p><b>Class</b></p> <ul style="list-style-type: none"> <li>• Introduction to Relationships</li> <li>• Emotions and Emotional Intelligence</li> <li>• Recognition</li> <li>• Discussion Humility</li> </ul>
<p>9 March 6</p>	<p><b>Prep Work</b></p> <ul style="list-style-type: none"> <li>• Quiz</li> <li>• Read Chapter 9 (B &amp; D)</li> </ul> <p><b>Class</b></p> <ul style="list-style-type: none"> <li>• Introduction to the Political Frame</li> <li>• Power</li> <li>• Persuasion</li> </ul>
<p><b>Spring Break</b></p>	
<p>10 March 20</p>	<p><b>Prep Work</b></p> <ul style="list-style-type: none"> <li>• Take the Quiz</li> <li>• HBR's Office Politics Isn't Something You Can Sit Out by Kathleen Kelley Reardon</li> <li>• Read: Chapter 11</li> </ul> <p><b>Class</b></p> <ul style="list-style-type: none"> <li>• Conflict</li> <li>• Office Politics Org Chart Re-Map</li> </ul>
<p>11 March 27</p>	<p><b>Prep Work</b></p> <ul style="list-style-type: none"> <li>• Take the Quiz</li> <li>• Lunenburg, F. C. (2011). Understanding organizational culture: A key leadership asset. National Forum of Educational Administration and Supervision Journal, 29(4), 1-12.</li> </ul>

	<ul style="list-style-type: none"> <li>• Read: Chapter 12</li> </ul> <p><b>Class</b></p> <ul style="list-style-type: none"> <li>• Organizational Symbols</li> <li>• Organizational Culture</li> </ul>
12 April 3	<p><b>Prep Work</b></p> <ul style="list-style-type: none"> <li>• Read Chapter 13 and 14</li> <li>• Personal Brand Assignment</li> </ul> <p><b>Class</b></p> <ul style="list-style-type: none"> <li>• How Great Leaders Inspire</li> <li>• Symbolic Frame Introduction</li> <li>• What is your Personal brand?</li> </ul>
13 April 10	<p><b>Prep Work</b></p> <ul style="list-style-type: none"> <li>• Take the Quiz</li> <li>• Read Chapter 6 (Intro) Sowcik</li> <li>• Read: Chapter 19</li> <li>• Read: Ciulla, Joanne B. (2004). Ethics and leadership effectiveness. (Links to an external site.) In J. Antonakis, A. T. Cianciolo, &amp; R. J. Sternberg (Eds.), The nature of leadership (pp. 302-327). Thousand Oaks, CA: Sage Publications.</li> </ul> <p><b>Class</b></p> <ul style="list-style-type: none"> <li>• Ethical Leadership</li> <li>• Overconfidence and Humility</li> <li>• Humility Discussion</li> </ul>
14 April 17	<p><b>Prep Work</b></p> <ul style="list-style-type: none"> <li>• Take the Quiz</li> <li>• Read Chapter 18</li> <li>• Read Chapter 6A &amp; 6B (Sowcik)</li> </ul> <p><b>Class</b></p> <ul style="list-style-type: none"> <li>• TEDxPerth - Jason Clarke - Embracing Change</li> <li>• Change Initiatives</li> </ul>

	<ul style="list-style-type: none"> <li>• Who Moved My Cheese</li> <li>• Change Initiative assignment</li> </ul>
<p>15 April 24</p>	<p><b>Prep Work</b></p> <ul style="list-style-type: none"> <li>• Take the Quiz</li> <li>• Read Chapter 20</li> <li>• Read over Epilogue: Artistry, Choice and Leadership and The Best of Organizational Studies</li> <li>• Chapter 6 A &amp; B</li> </ul> <p>Class</p> <ul style="list-style-type: none"> <li>• Integrating Frames</li> <li>• Advanced Use of Frames</li> <li>• Discussion of Humility</li> <li>• Purpose</li> </ul>