COURSE NUMBER: MOL 6400
COURSE TITLE: Leadership and People

I. LEARNING OUTCOMES AND GOALS:

GOAL A: Develop insight into organizational culture, its importance, its tacit nature, and its relationship to leadership.

Learning Outcome: The student will:
A-1. Understand the definition and dimensions of organizational culture and the similarities and differences between organizational culture and societal culture.
A-2. Understand the relationship between leadership, organizational culture, and cultural change.
A-3. Understand the definition and concept of a learning organization.

GOAL B: Grasp the impact of cultural differences on organizational performance

Learning Outcome: The student will:
B-1. Understand the relationship between the societal environment and the organizational culture and the effects on organizational performance.
B-2. Understand the concept of personnel diversity and the pitfalls of stereotyping.
B-3. Know how personnel diversity may be integrated into organizational culture to provide a performance advantage.

GOAL C: Understand the scope of appropriate responsibility and responsible obedience for leaders and followers.

Learning Outcome: The student will:
C-1. Understand the concept of appropriate responsibility, the dangers of authority, and the limits on obedience
C-2. Grasp the idea of “a majority of one,” and the dangers of “groupthink.”
C-3. Understand the elements of power in organizations and how an order is best constructed.
GOAL D: Comprehend approaches to, and problems and paradoxes in motivating people

Learning Outcome: The student will:
D-1. Have an understanding of the development of motivational theory from Taylor through Deming and Senge.
D-2. Understand the distinction between intrinsic and extrinsic motivation and the power of the former.
D-3. Understand the concept of collaborative competition.

GOAL E: Appreciate the central role of leadership in marshalling and applying the full range of human capabilities to the organization’s mission

Learning Outcome: The student will:
E-1. Understand the relationship leadership, people, and the achievement of the organization’s mission.

GOAL F: Demonstrate a commitment to self-directedness, self-discipline, and lifelong learning by growth in understanding one’s values, mission, goals, and objectives

Learning Outcome: The student will:
F-1. Have fully developed personal values, mission, and goals.
F-2. Have developed scheduled objectives leading to those goals and be largely achieving that schedule.
F-3. Have developed a practice of routinely reexamining goals and revising objectives.

II. RATIONALE:

Some people shirk responsibility and others take on too much; the excuse “I was just following orders” is infamous. It is vital that members of an organization understand what responsibility and obedience are appropriate and the difference between intrinsic and extrinsic motivation. Organizational culture is often tacit and difficult to uncover, yet it strongly affects our behavior. Diversity is an important cultural and legal issue in our firms.