Course Title:
Seminar in Leadership in Organizations

Course Number:
HR 5033-102

Course Description:
The course will facilitate students’ exploration and analysis of the concept of leadership. Discussion and class activities will relate to leadership topics from the readings and discussion of development, roles, and application in leadership situations. Emphasis will be placed on a review of leadership theory, changing leadership roles, systems thinking, power, decision-making, vision, empowerment, communication, leadership in a diverse workforce, and ethics. We will spend time reviewing the new concept of emotional intelligence in leadership and this connection to visionary leadership. The basic intent of this course is to explore the ideas that frame leadership as part of a team and that many different styles of action can be effective.

Class Dates, Location and Hours:

Dates: November 7 - 13, 2016
Location: Hurlburt Field, Florida. Class will be held in Bldg. 90220, 221 Lukasik Ave.
Hours: Monday - Friday 6:00 p.m.-9:30 p.m.; Saturday 8:00 a.m.-4:30 p.m.; Sunday 8:00 a.m.-12:00 p.m.

Last day to enroll or drop without penalty: October 9, 2016

This military installation is not open to the general public. In order to take courses at this installation, students must have a current military or Department of Defense identification card which allows them to access the installation.

Site Director:
Email: aphurlburt@ou.edu. Phone: 850-581-3000.

Professor Contact Information:

Course Professor: Trent E. Gabert, Ph.D.
Mailing Address: 3014 Walnut Rd.
Norman, OK 73072
Telephone Number: (405) 364-3077; (405) 388-3473 (cell)
E-mail Address: tgabert@ou.edu
Professor availability: The professor will be available via e-mail to students before and after the class sessions. On-site office hours are half an hour before and after each class session, by appointment.

Textbook(s) and Instructional Materials:

Student materials are available at the OU Follett Bookstore located at 1185 Asp Avenue; Norman, OK, and can be ordered online, by phone, by email, or by fax. Ordering online at http://www.bkstr.com/oklahomastore/home is strongly recommended – students can track the status of their order within 48 hours. If an order has not been shipped within three days, students can contact the Follett textbook manager by phone (405) 325-3511, (800) 522-0772 (toll-free) or email 0831mgr@fheg.follett.com. Phone orders (ask for the textbook manager and identify yourself as an Advanced Programs student) can be placed 8 a.m. to 6 p.m. Monday through Thursday; 8 a.m. to 5 p.m. on Friday; 10 a.m. to 4 p.m. on Saturday (CST). Summer hours: 9 a.m. to 5 p.m. Monday through Friday (CST). Fax orders can be placed 24 hours a day at (405) 325-7770. Text prices are available online.


4. Materials posted on the OU Desire to Learn (D2L) system: Access D2L at http://learn.ou.edu; enter your OU NetID and password, and select course to access material. Please contact your local Site Director if you require assistance.

Note: Follett is the Advanced Programs contractual textbook provider. Should text changes become necessary after publication of the course syllabus, Advanced Programs will facilitate text returns/refunds only for texts purchased through Follett.

Recommended Reading (Not provided by Advanced Programs)


Course Objectives:

Students completing this course will be able to:

- describe the evolution of leadership theory;
- critically describe and discuss the major leadership theory needs;
- critically describe the varied roles of leadership, including the idea of emotional intelligence in leadership;
- create effective visions for organizations;
- understand power, empowerment, followership, conflict resolution, legal aspects of leadership, performance appraisal, and communication roles in leadership;
- demonstrate effective leadership strategies in diverse work forces;
- describe the role of ethics in leadership situations; and
- integrate the course concepts and demonstrate the ability to apply those concepts within current organizational contexts
Assignments, Grading and Due Dates:

Pre-seminar Assignment:
Write a five page individual paper that describes your philosophy about leadership, management, and administration. Define each of the above concepts and incorporate your own ideas as well as ideas from literature. Use of proper APA citations and referencing is expected. This assignment expects that students will read the textbooks before completing the paper.

Paper will be graded on content, completeness, accuracy of writing, and academic citations and references.

Due 3 days prior to first class session. Paper must be typed, double spaced, stapled in upper left-hand corner. Do not enclose in plastic cover.

Class Participation: Daily Class Work:
Class participation includes preparation, discussion, and participation in class activities (individual and small group).

Students are required to participate in discussion, present examples, and lead small group activities, etc.

Small Group Leadership Vision Project: Development and Presentation:
Students will form a small group (3-5 students per group, depending on size of class) and develop a critical analysis and new vision for an organization. Time will be allowed in class for a portion of this paper.

Grading will be based on the quality of the vision project, including references, oral presentation, and reality of process.

Due on the last day of class.

Final Examination:
A final exam will be given on the day preceding the last day of class. The exam will be a short essay based on readings and discussions. The exam will be closed book/notes for the major portion of time, however, a 15-minute period will be provided at the end for you to make corrections or fill in specific blanks from your memory or understanding.

Exams will be graded on content and accuracy. Grading scale will be 90 – 100 = A; 80-89 = B; etc.

Assignment Format:
All assignments should be typed in normal 12 font. Pre-class paper should be submitted in the class D2L Dropbox or via email to instructor. Final group project = one paper submitted by the group at the time of presentation. If submitted in class, staple in the upper left-hand corner. Do not enclose assignments in plastic covers. Include your name, email, student ID, and address so the assignments can be returned after grading. Please keep copies of submitted assignments to protect against papers being lost in ‘cyber-space’.

Daily class schedule:

<table>
<thead>
<tr>
<th>Date</th>
<th>Readings and PP</th>
<th>Assignment</th>
<th>Points</th>
</tr>
</thead>
</table>
| Pre-Seminar| Northouse = N textbook  
Berry and Seltman = BS textbook  
Phillips = Lincoln textbook | 4 page paper described above  
Due 3 days before class begins | 20      |
<table>
<thead>
<tr>
<th>Date</th>
<th>Readings and PP</th>
<th>Assignment</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Class</td>
<td>Ch 1- N book</td>
<td>Lecture, discussion, and participation activities</td>
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<tr>
<td>Day</td>
<td>Ch 1,2 - BS book</td>
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<td></td>
<td>Part I - P book</td>
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<td></td>
<td>PP: Introduction; History</td>
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<tr>
<td>Second Class</td>
<td>Ch 2-8 - N book</td>
<td>Lecture, discussion, and participation activities</td>
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<td>Day</td>
<td>Ch 3-4 - BS book</td>
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<td></td>
<td>Part II - P book</td>
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<td></td>
<td>PP: Organizational Structure; Decision Making; Power</td>
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<td></td>
<td>Leadership theories, styles, and models; Visionary Leadership</td>
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<td></td>
<td>Lab: Vision Project</td>
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<tr>
<td>Third Class</td>
<td>Ch 9-11 - N book</td>
<td>Lecture, discussion, and participation activities</td>
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<td>Day</td>
<td>Ch 5 -6 - BS book</td>
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<td></td>
<td>Part III - P book</td>
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<td></td>
<td>PP: Authentic Leadership, Servant Leadership, Adaptive Leadership</td>
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<td></td>
<td>Lab: Vision Project</td>
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<td>Fourth Class</td>
<td>Ch 12 -14 - N book</td>
<td>Lecture, discussion, and participation activities</td>
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<td>Day</td>
<td>Ch 7-8 - BS book</td>
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<td>Part IV – P book</td>
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<td></td>
<td>PP: Communication, Psychodynamics, Ethics in Leadership, Performance Appraisal;</td>
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<td></td>
<td>Hiring Practices</td>
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<td></td>
<td>Lab: Vision Project</td>
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<tr>
<td>Fifth Class</td>
<td>Ch 15-16 –N book</td>
<td>Lecture, discussion, and participation activities</td>
<td>15</td>
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<td>Day</td>
<td>Gender and Culture in Leadership</td>
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<td>PP: Emotional Intelligence;</td>
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<td></td>
<td>Lab: Vision Project</td>
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<tr>
<td>Sixth Class</td>
<td>Legal Issues in Leadership; Human Resource Management</td>
<td>Lecture, discussion, and participation activities</td>
<td>35</td>
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<td>Three questions will be required of all students-questions 1-3; students will</td>
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<td>choose two questions from questions 4-10. Two hour exam; closed book; 15</td>
<td>choose two questions from questions 4-10. Two hour exam; closed book; 15</td>
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<td>minutes at end with open book, open notes</td>
<td>minutes at end with open book, open notes</td>
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<tr>
<td>Last Class</td>
<td>Project Presentations; Class Evaluation</td>
<td>Group Presentation of Projects</td>
<td>30</td>
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<td>Day</td>
<td>Size of group will depend on enrollment, but will have a minimum of two or</td>
<td>Size of group will depend on enrollment, but will have a minimum of two or</td>
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<td>three members/group</td>
<td>three members/group</td>
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</table>
Participation points accrue throughout the seminar. PowerPoint (PP) slides will be sent to student prior to beginning of class. Students are expected to download slides for use during class sessions

**Grading**

This is a letter-graded course: A, B, C, D, or F. A = 90%; B = 80%; C = 70%; D = 60%; F < 60%.

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Due Date</th>
<th>Percent of Grade</th>
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</thead>
<tbody>
<tr>
<td>Pre-seminar Assignment:</td>
<td>Due 3 days prior to first class session.</td>
<td>20%</td>
</tr>
<tr>
<td>Class Participation</td>
<td>Daily Class Work</td>
<td>15%</td>
</tr>
<tr>
<td>Small Group Leadership Vision Project</td>
<td>Last Day of Class</td>
<td>30%</td>
</tr>
<tr>
<td>Final Examination</td>
<td>Day Preceding Last Day of Class</td>
<td>35%</td>
</tr>
</tbody>
</table>

Notice: Failure to meet assignment due dates could result in a grade of I (Incomplete) and may adversely impact Tuition Assistance and/or Financial Aid.
POLICIES AND NOTICES

Attendance/Grade Policy

Attendance and participation in interaction, individual assignments, group exercises, simulations, role playing, etc. are valuable aspects of any course because much of the learning comes from discussions in class with other students. It is expected that you attend all classes and be on time except for excused emergencies.

Excused absences are given for professor mandated activities or legally required activities such as emergencies or military assignments. It is the policy of the University to excuse absences of students that result from religious observances and to provide without penalty for the rescheduling of examinations and additional required class work that may fall on religious holidays. Unavoidable personal emergencies, including (but not limited to) serious illness; delays in getting to class because of accidents, etc.; deaths and funerals, and hazardous road conditions will be excused.

If you are obtaining financial assistance (TA, STAP, FA, VA, Scholarship, etc.) to pay all or part of your tuition cost, you must follow your funding agency/institution’s policy regarding “I” (Incomplete) grades unless the timeline is longer than what the University policy allows then you must adhere to the University policy. Students who receive Financial Aid must resolve/complete any “I” (Incomplete) grades by the end of the term or he/she may be placed on “financial aid probation.” If the “I” grade is not resolved/completed by the end of the following term, the student’s Financial Aid may be suspended make the student ineligible for further Financial Aid.

Students are responsible for meeting the guidelines of Tuition Assistance and Veterans Assistance. See the education counselor at your local education center for a complete description of your TA or VA requirements.

Academic Integrity and Student Conduct

Academic integrity means honesty and responsibility in scholarship. Academic assignments exist to help students learn; grades exist to show how fully this goal is attained. Therefore all work and all grades should result from the student's own understanding and effort.

Academic misconduct is any act which improperly affects the evaluation of a student’s academic performance or achievement. Misconduct occurs when the student either knows or reasonably should know that the act constitutes misconduct. Academic misconduct includes: cheating and using unauthorized materials on examinations and other assignments; improper collaboration, submitting the same assignment for different classes (self-plagiarism); fabrication, forgery, alteration of documents, lying, etc… in order to obtain an academic advantage; assisting others in academic misconduct; attempting to commit academic misconduct; destruction of property, hacking, etc…; intimidation and interference with integrity process; and plagiarism. All students should review the Student’s Guide to Academic Integrity at http://integrity.ou.edu/students_guide.html

Students and faculty each have responsibility for maintaining an appropriate learning environment. All students should review policies regarding student conduct at http://studentconduct.ou.edu/

Accommodation Statement

The University of Oklahoma is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your local OU Site Director.

Course Policies

Advanced Programs policy is to order books in paperback if available. Courses, dates, and professors are subject to change. Please check with your OU Site Director. Students should retain a copy of any assignments that are mailed to the professor for the course. Advanced Programs does not provide duplicating services or office supplies.

Any and all course materials, syllabus, lessons, lectures, etc. are the property of professor teaching the course and the Board of Regents of the University of Oklahoma and are protected under applicable copyright.

For more information about Advanced Programs, visit our website at: http://www.goou.ou.edu/
INSTRUCTOR VITA

Trent E. Gabert, Ph.D.

Education
- 1970  Ph.D., University of Wisconsin (Physical and Behavioral Development)
- 1962  M.S., University of Wisconsin (Health Education)
- 1961  B.S., University of Wisconsin (Physical Education)
- 1976-77  (Sabbatical) - Post-Doctoral Studies - Pennsylvania State University
- 1995  (Sabbatical) - Post-Doctoral Studies - United States Military Academy, West Point, NY

Current Positions
- Associate Dean Emeritus, College of Liberal Studies, University of Oklahoma
- Emeritus Professor of Sport Management, Graduate Degree Program, University of Oklahoma
- Emeritus Administrator, Brock International Prize in Education
- Research Associate (WOC), Consultant - Federal Aviation Administration
- Adjunct Professor - Human Relations Advanced Programs

Major Areas of Teaching and Research Interest
- Leadership development
- Analysis of organizational structure
- Managing and financing sport
- Behavioral psychology
- Human Resource Development
- Management issues: motivation and job satisfaction

Representative Publications and Presentations
- Gabert, T. & Nash, S. “Online curricula development in the College of Liberal Studies.” Presented at the Annual Conference of Computers in Education, University of South Carolina, Myrtle Beach, S.C. 2002


• “A Study of Leadership Characteristics of Female and Male Head Volleyball and Basketball NCAA Division III Coaches”. Presented at the American Alliance for Health, Physical Education, and Recreation Conference, Boston, (Gabert, T., Vala, J., and Hale, J.), April 1999.


• “Effects of winning percentage and market size on attendance in minor league baseball.” *Sport Marketing Quarterly, 6* (4), 35-42. (Branvold, S., Pan, D. & Gabert, T.), 1997.


• “Job satisfaction and burnout of high school, college, and professional certified athletic trainers.” Research Poster Section: OAHPERD. (Gabert, T., Loeswick, L., Pan, D., & Buckley, J.) Edmond, OK. October 1996.

• “Job satisfaction, burnout, and leadership.” Presented to Center for Enhanced Performance, United States Military Academy, West Point, NY, October 1995.


**Representative Honors and Awards Received**

- Outstanding Freshmen Seminar Professor – University of Oklahoma 1999
- Outstanding Service Award - College of Liberal Studies, 1997
- Outstanding Service Award - College and University Administrators Council, 1996
- Kenneth E. Crook Award - Outstanding Academic Professor in the College of Liberal Studies, 1995
- Scholar of the Year - Oklahoma Association of Health, Physical Education, Recreation, and Dance, 1988
- State of Oklahoma Honor Award for Leadership and Service in Health, Physical Education and Recreation, 1980

**Major Professional Affiliations**

- Association of Graduate Liberal Studies Programs.
- Council for Accelerated Education Degree Programs.
- International Association of the American Management Association
- Chair - Research Council - Oklahoma Association for Health, Physical Education, Recreation and Dance (1995-97)
- Past-President - College and University Administrators Council
- Equal Opportunities Committee, University of Oklahoma, 1995-98.
- North American Association for Sport Management
- American Alliance of Health, Physical Education, and Recreation
- North American Society for the Psychology of Sport and Physical Activity