The University of Oklahoma  
College of Continuing Education  
Advanced Programs – Course Syllabus  

Course Title:  
Seminar in Leadership in Organizations  

Course Number:  
HR 5033-220  

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 work force, 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: March 13-18, 2012  
Location: Naples, Italy. See Site Director for classroom site.  
Hours: Tue-Fri 6:00-9:30 p.m.; Sat-Sun 8:30 a.m.-4:30 p.m.  
Last day to enroll or drop without penalty: February 13, 2012  

Site Director:  
Rosalinda Archuleta Pintor. Phone: 39-081-568-6672; DSN 626-6672; Fax: 39-081-568-6671; DSN 626-6671; E-mail: apnaples@ou.edu  

Professor Contact Information:  
Course Professor: Trent E. Gabert, Ph.D.  
Mailing Address: 3014 Walnut Rd.  
Norman, OK 73072  
Telephone Number: 405-364-3077  
Fax Number: 405-325-7132  
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 Follett/AP Bookstore located in the Oklahoma Memorial Union, 900 Asp Ave., Norman, OK. Orders can be placed online at www.oklahomauion bkstr.com or by telephone at 866-369-9713 (toll free in the U.S.) or 405-325-5960 (outside the U.S.). E-mail orders may be sent to oklahomauion@bkstr.com. Representatives are available from 8 a.m. to 6 p.m. CST Monday through Thursday and 8 a.m. to 5 p.m. CST on Friday. Summer hours: 8 a.m. to 4 p.m. CST. Faxed orders may be placed 24 hours a day to 866-223-5607 (toll free in the U.S.) or 405-325-1557 (outside the U.S.).  


Note: The Follett/AP Bookstore 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 the Follett/AP Bookstore.

Recommended Reading (Not provided by Advanced Programs)


Course Objectives:

- 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:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Grading</th>
<th>Due Date</th>
<th>Percent of Grade</th>
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<tbody>
<tr>
<td><strong>Pre-seminar Assignment:</strong> Write a four 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. <em>See below.</em></td>
<td>Paper will be graded on content, completeness, accuracy of writing, and academic citations and references.</td>
<td>Due 5 days prior to first class session. Paper must be typed, double spaced, stapled in upper left-hand corner. Do not enclose in plastic cover.</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Class Participation – preparation, discussion, participation in class activities (individual and small group)</strong></td>
<td>Participation requires students to participate in discussion, presenting examples, leading small group activities, etc.</td>
<td>Daily Class Work</td>
<td>10%</td>
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<tr>
<td><strong>Small Group Leadership Vision Project:</strong> Development and Presentation. <em>See below.</em></td>
<td>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.</td>
<td>Last Day of Class</td>
<td>25%</td>
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<td><strong>Final Examination:</strong> 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.</td>
<td>Exams will be graded on content and accuracy. Grading scale will be 90 – 100 = A; 80-89 = B; etc.</td>
<td>Day Preceding Last Day of Class</td>
<td>25%</td>
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<td><strong>Essay Paper:</strong> After the class is completed, students will read Phillips text and select five leadership qualities that you feel were especially important in the career of President Abraham Lincoln (from the book on <em>Lincoln on Leadership</em>). Compare the qualities with what you feel is quality leadership today. The paper will be a comparative essay, including appropriate examples. <em>See below</em></td>
<td>Grading of essay will be based on the same expectations as the pre-seminar paper. Expectation is the final essay will be an improvement over the pre-assignment. Proper APA citations and referencing is expected. Paper will be due as a Word Attachment sent via email to <a href="mailto:tgabert@ou.edu">tgabert@ou.edu</a></td>
<td>10 Days Following Last Day of Class</td>
<td>20%</td>
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</table>
• All assignments should be typed in normal 12 font. Pre-class paper should be submitted in the class D2L Dropbox. 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 assignment can be returned after grading. Please keep copies of submitted assignments to protect against papers being lost in ‘cyber-space’.

• Final paper should be: Eight pages. Place a cover sheet at the beginning of your paper; this is page 1. A 100-word abstract of your paper (what the paper will be about); this is page 2. Five pages of content; pages 3-7. Final page should be a list of references, including the Phillips text; this is page 8. Be sure to number each page. Cite references in the body of the paper by using endnotes.

### Daily class schedule:

<table>
<thead>
<tr>
<th>Date</th>
<th>Readings and PP</th>
<th>Assignment</th>
<th>Points</th>
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</table>
| Pre-Seminar     | Northhouse = N textbook  
 Berry and Seltman = BS textbook | 4 page paper described above  
 Due 5 Days Before Class Begins                                         | 20     |
| First Class Day | Ch 1, 2 N text  
 Ch 1, 2, 3 BS text  
 PP: Introduction; History  
 Video on Leadership | Lecture and Discussion                                                    | N/A    |
| Second Class Day| Ch 3-9 N text  
 Ch 4, 5, 6 BS  
 PP: Leadership; Transformational Leadership; Emotional Intelligence; Organizational Structure; Visionary Leadership  
 Lab: Vision Project | Lecture, Discussion, and Lab                                       | N/A    |
| Third Class Day | Ch 10 – 11 N text  
 Ch 7, 8 BS text  
 PP: Decision Making; Power  
 Lab: Vision Project | Lecture, Discussion, and Lab                                         | N/A    |
| Fourth Class Day| Ch 12 -13 N text  
 Ch 9, 10 BS text  
 PP: Communication, Women in Leadership, Performance Appraisal; Hiring Practices  
 Lab: Vision Project | Lecture, Discussion, and Lab * Participation                         | 10*    |
| Fifth Class Day | Ch 14 - 15 N text  
 PP: Morals and Ethics; Legal Issues in Leadership; Human Resource Management | Lecture, Discussion, and Lab  
 **Essay Exam  
 Three questions will be required of all students; students will select two questions from questions 3-10. Two hour exam; closed book; 15 minutes at end with open book, open notes | 25**   |
| Last Class Day  | Review of Vision Chapters – Northhouse and Berry and Seltman texts | Group Presentation of Projects  
 Size of group will depend on enrollment, but will have a minimum of three members/group  
 Review of post-seminar assignment | 25     |
| Post-Seminar    | Phillips textbook                                    | 8 page paper described above  
 Due 10 Days After Last Class Day                                          | 20     |

* Participation points accrue throughout the seminar.

* PowerPoint 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.

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. 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 Honesty

Honesty is a fundamental precept in all academic activities and … [you] have a special obligation to observe the highest standards of honesty. Academic misconduct in any form is inimical to the purposes and functions of the University and is therefore unacceptable and is rigorously proscribed. Academic misconduct includes:

- cheating (using unauthorized materials, information, or study aids in any academic exercise), plagiarism, falsification of records, unauthorized possession of examinations, intimidation, and any and all other actions that may improperly affect the evaluation of a student’s academic performance or achievement;
- assisting others in any such act; or attempting to engage in such acts.

All acts of academic misconduct will be reported and adjudicated as prescribed by the student code of the University of Oklahoma. All students should review the “Student’s Guide to Academic Integrity” found at [http://www.ou.edu/provost/integrity](http://www.ou.edu/provost/integrity)

Accommodation Statement

The College of Continuing Education [Advanced Programs] is committed to making its activities as accessible as possible. For accommodations on the basis of disability, please contact your 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.

Copyright

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/](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
- Professor of Sport Management, Graduate Degree Program, University of Oklahoma
- 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
• “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