Course Title:
Career and Organizational Leadership Development

Course Number:
HR 5110-106

Course Description:
This course will explore career development as part of the broader field of human relations and human resource planning and its impact on leadership, management and organizational development. It will examine the changing nature of the workplace, the “new” social contracts between supervisor and supervisee, the importance of employability security as opposed to job security, and the personal management of one’s career. Using career coaching strategies for working with individuals, subordinates or organizational personnel will be emphasized. Students will have the opportunity to take career assessments, e.g., Career Anchors, Strong Interest Inventory, participate in classroom exercises to help understand workplace dynamics, and explore their own careers.

Class Dates, Location and Hours:

Dates: January 17-19 & 24-26, 2014
Location: Bldg. 201 SE, Tinker AFB, Oklahoma.
Hours: Fri 5:30-9:30 p.m.; Sat 8:30 a.m.-4:30 p.m.; Sun 1:00-5:00 p.m.
Last day to enroll or drop without penalty: December 19, 2013

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:
Steve Watson. Phone: 405-739-7365 or DSN 339-7365; Fax: 405-739-7365; E-mail: aptinker@ou.edu

Professor Contact Information:

Course Professor: James P. Pappas, Ph.D.
Mailing Address: University of Oklahoma
College of Continuing Education
1700 Asp Avenue, Room 111
Norman, OK 73072-6400
Telephone Number: (405) 325-6361
Fax Number: (405) 325-7196
E-mail Address: jpappas@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. Orders can be placed online at www.oklahoma.bksstr.com. Faxed orders may be placed 24 hours a day at (405) 325-7770. Representatives are available by phone at (405) 325-3511 or (800) 522-0772 (toll-free) or E-mail at 0831mgr@fheg.follett.com from 8 a.m. to 6 p.m. Monday through Thursday; 8 a.m. to 5 p.m. on Friday; and 10 a.m. to 4 p.m. on Saturday (CST). Summer hours: 9 a.m. to 5 p.m. Monday through Friday (CST). (Text prices are available online.)

2. MBTI On-Line Assessment: Assessment needs to be taken by December 27, 2013. Students can access the assessment using the link provided with the instructions below. **Note:** The $22 fee for the assessment will be charged to the students’ bursar account.

3. Newly Revised Strong Interest Inventory On-Line Assessment: Assessment needs to be taken by December 27, 2013. Students can access the assessment using the link provided with the instructions below. **Note:** The $10 fee for the assessment will be charged to the students’ bursar account.

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.

### Course Objectives:

The purpose of the course is to help you:

- explore recent trends driving the changing nature of work, management, organizations, and careers;
- recognize the roles technology, globalization, and new educational strategies play in personal and organizational development;
- develop knowledge and skills related to coaching and career counseling;
- explore how career anchors, occupational interests, and personality traits affect personal lives, organizational behavior and careers;
- identify current and future workplace leadership and management concepts; and,
- implement personal strategies concerning career planning, personal development, and life transitions.

### Assignments, Grading and Due Dates:

**Readings**

Students are required to read the Greenhaus text before the first class in preparation for class discussions, group work, and individual projects.

**Preliminary Assessments**

Each student must complete or have available the (a) **MBTI Form M** and the (b) **Strong Interest Inventory** before December 27, 2013. The results will be used by the students during in-class exercises for personal career exploration. All results will be kept confidential and are for student’s personal use only. Dr. Pappas will bring the results for items 2 and 3 to class. **Having these assessments is worth 5% of the final grade.**

**Note:** If you have taken either assessment within the last six months and have a full printout of your report, the exams do not need to be repeated. If you previously took either assessment as part of an AP course and need a copy of your assessment, please contact Debbie Bergman at debbieb@ou.edu

To Take an Assessment

1. Using a web browser (i.e., Microsoft® Internet Explorer), access the assessment on the CPP Web Administration site:
2. Provide the requested demographic information.
3. Click **CONTINUE**
4. Follow all directions to complete your assessment.
5. Answer the questions as spontaneously as possible.
6. Respond to every item.
7. After completing the assessment, click **DONE** at the bottom of the page.
8. Return to step 1 and repeat the process for other assessment.

If you cannot complete an assessment in one sitting:

1. If taking a break from an assessment be sure to click **Done** so your responses will be saved and can be recovered when you resume. Write down your User ID number so you can resume taking the assessment using the same User ID. Click **Log Out** and close your browser session.

2. When you are ready to complete your assessment, go to [http://online.cpp.com](http://online.cpp.com) and enter the Login: “Boomer”, password: “Sooner” (both login and password are case sensitive) and your User ID to return to your assessment.

If you have any questions during the self-administration process, please contact debbieb@ou.edu. Thank you for your participation.

**Pre-class Paper**

Prepare a pre-class paper by choosing any five discussion questions from the following chapters of the Greenhaus text: Chapter 1 (p. 18), Chapter 2 (pp. 39-41), Chapter 3 (p. 60), Chapter 7 (p. 225-226), Chapter 8 (pp. 256-257), Chapter 9 (pp. 283), Chapter 11 (p. 349-350), and Chapter 12 (p. 379). This paper should be typed and double-spaced. **Responses may be up to, but no more than, one page per question in length. This paper is due the first class session and will contribute 15% of your final course grade.**

**Class Attendance and Participation**

Each student is expected to attend each class meeting. In addition, it is expected that each student will participate fully in class activities and discussion. Please bring your *Career Management* text to the class sessions. **Class participation is 20% of the final grade.**

**Final Examination**

The final examination will be in an “open book” essay form covering topics from the lecture modules, e.g., historical perspectives of training and development, organizational approaches to career management, theories of career development, life transitions, educational strategies for career enhancement, future trends in organizational development presented in the course and the texts’ content. You will be expected to compare/contrast, examine, analyze, evaluate, and synthesize key concepts covered by the class. **The exam is worth 35% of your final grade.**

**Post-Seminar Assignment: Simulated Job Search Paper**

Submit a formal, 8-10 page paper dealing with careers. The purpose of the paper is to help you pursue a real or hypothetical job. The paper is divided into three parts.

**Section 1:** Select an industry of your choice, e.g., commercial aviation, health care, education. In 3-5 pages, describe what you predict will happen in that industry in the coming decade in terms of job opportunities and careers.

**Section 2:** Select a hypothetical career in that industry, e.g., flight professor, social science teacher, substance abuse counselor. In 3-5 pages, describe your personal characteristics, experiences, occupational interests, and personality traits that would predispose you for being an effective candidate for that career choice. Discuss additional training, experiences, entry-level positions, and lifelong learning you could engage in to enhance employability security in the career.

**Section 3:** Prepare a 1-3 page résumé, for a potential employer in the industry chosen that would help you obtain the position. If you would prefer, the last part of the paper can address how you would create an entrepreneurial opportunity for yourself in the industry, either as a proprietor or a consultant for the organization.
It is expected that there will be references and databases to justify the trends and directions that you feel will occur in the industry. You may use class exercises and assessment data to document personal characteristics in relation to your career choice. **This paper is due February 4, 2014 and will contribute to 20% of your final grade.**

**Grading:**

This is a letter-graded course: A, B, C, D, or F.

<table>
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<tr>
<th>Assignment</th>
<th>Due Date</th>
<th>Percent of Grade</th>
</tr>
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<tbody>
<tr>
<td>Preliminary assessments</td>
<td>December 27, 2013</td>
<td>5</td>
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<tr>
<td>Pre-class paper</td>
<td>First class session</td>
<td>15</td>
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<tr>
<td>Class attendance and participation</td>
<td>During class sessions</td>
<td>20</td>
</tr>
<tr>
<td>Personal analysis of career instruments</td>
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<td>Final examination</td>
<td>Last class session</td>
<td>35</td>
</tr>
<tr>
<td>Post Seminar Assignments: Job Search Paper</td>
<td>February 4, 2014</td>
<td>20</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 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

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.

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/
INSTRUCTOR VITA
James P. Pappas, Ph.D.

Education
- Ph.D. in Clinical Psychology, Purdue University
- M.S. in Counseling Psychology, Ohio University
- B.A. in Psychology, University of Utah

Current Positions
- Advanced Programs Professor since 1989
- Vice-President for University Outreach, University of Oklahoma
- Dean of the College of Liberal Studies, University of Oklahoma
- Professor of Educational Psychology, University of Oklahoma

Frequently Taught Advanced Programs Courses
- EDAH 5023 Administration of Adult & Higher Education
- HR 5110 Career Development: Organizational & Individual Approaches
- LSTD 5313 The Individual and Leadership

Major Areas of Teaching and Research Interest
- Career development
- Organizational psychology
- Administration of adult and higher education
- Counseling techniques
- Strategic market planning

Representative Publications and Presentations
- With Jerman, J. (January, 1997). From the ivory tower to the control tower. Air Traffic Technology International’97, 204-208. UK and International Press.
• Pappas, J. (April, 1979). The counselor as organizational/career consultant. Presented at the American Personnel and Guidance Association, Las Vegas, NV.

**Representative Honors and Awards Received**

*Principal Investigator or Grant Supervisor:*

- USPS Advanced Leadership Program, $1,700,000 for 1999-2013
- MC3 Education Resource Center, $4,000,000 for 1990-2013
- FAA Air Traffic Controller Training, $20,000,000 annually for 1987-2006
- Kellogg International Conference on Residential Continuing Education, $93,000 for 1991
- Southwest Regional Center for Drug-Free Schools and Communities, $3,000,000 for 1989-1993
- Tinker Air Force Base Lean Institute, $1,000,000 for 2004-2005.

**Major Professional Affiliations**

- Lander, Wyoming School District, School Psychologist
- Utah State Office of Rehabilitation Services, Counselor and Psychological Examiner
- Utah State Job Service, Research and Education Consultant
- Latter-Day Saints and West Valley Hospitals, Nurses Training Consultant
- Salt Lake County Sheriff’s Office, Personnel Selection Specialist
- Utah State Prison, Group and Family Therapist
- American College Testing Program, Testing, Retention and Adult Education Consultant
- Numerous business and industrial firms, (e.g., Morton Salt, National Association for Home Care, Skaggs/American Stores, Kennecott Copper, Hermes Associates), Personnel Selection, Organizational Development and Marketing Consultant