Course Title: Seminar in Leadership in Organizations

Course Number: HR 5033-102

Course Description: Much is written about leadership. It is one of the most researched areas in organizational theory, behavior, and development. Understanding the correlates of effective leadership is the Holy Grail of much of what is characterized as executive training and development. This course deals with the issue of leadership and predictors of the effective leader. It will cover traditional approaches to the leadership study to establish a theoretical foundation for students. There will be, for example, consideration of the role of leaders vs. role of managers, trait theory, behavioral theory, power and influence schools of thought, and situational leadership thinking. Attention will be paid to the differences between transactional vs. transformational leadership. Some time will be spent on emerging areas in leadership study concerning “leading with soul” and the “spiritual” implications of the leadership endeavor. Discrete leader competencies and behavior will be addressed, e.g., vision, participation, open communication style, trust, and empowerment. Fundamentally, however, this course is about the psychology of leadership. All the customary approaches tend to assume the leader is psychologically healthy and rational. The focus of this course is not to devalue this area, nor does it demean the characteristics of the idealized leader found in the mainstream leadership literature. However, this course attempts to reveal other, less conventional thinking about leadership development and behavior. The idea is to expand students’ awareness of alternative, less traditional ways of thinking about this topic.

“The problem with too many organizations today is that they are overmanaged and underled.” – Author unknown

Class Dates, Location, and Hours: February 2-4 & 9-11, 2007 - 3281 Sheridan Road, Fort Sill, Oklahoma. Class Hours: Fri 5:30-9:00 p.m., Sat 9:00 a.m.-5:00 p.m.; Sun 12:00-4:00 p.m.

Last Day to Enroll or Drop Without Penalty: January 4, 2007

Site Manager: Jessica Exline. Field Assistant: Kristin Heath. Phone: 580-355-1974; Fax: 580-351-9674; E-mail: apftsill@ou.edu

Course Professor: L. M. Hynson III, Ph.D.

Mailing Address: 2210 West Arrowhead Drive
Stillwater, OK 74074

Telephone Number: (405) 744-6129
Fax Number: (405) 624-0695
E-mail Address: lmh@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, or by appointment.

Textbook(s) and Instructional Materials:

Student materials are available at the Follett/AP Bookstore at www.oklahomaunion.bkstr.com. Orders may also be placed 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 oklahomaunion@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. 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.).

For more information about Advanced Programs, visit our website at: http://www.goOU.ou.edu
01 LTL Staff (2005). *Leader to leader, leadership breakthroughs from West Point, a special supplement.* New York: John Wiley. ISBN 0787981931. *(Text prices available online.)*


In addition to these texts, there will be use of video and self-assessment instruments to assist students in mastering material.

**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.

**Course Objectives:** Students will:
1. learn various theories of leadership;
2. be able to put together an overall model of leadership based on “principles” of ideal leader behavior;
3. develop a sense of their own leadership style based on the use of assessment instruments and feedback discussions in class;
4. learn the difference between transformational and transactional leadership;
5. learn the “upside” and “downside” of charismatic leadership approaches;
6. appreciate the conditions of “followership”; and
7. be able to construct their own model of leadership and defend the choices that they make.

**Assignments, Grading and Due Dates:**

**First Class Session:**
- Read *Leader to leader (LTL), Leadership breakthroughs from West Point*
- Read *The leader on the couch: A clinical approach to changing people and organizations.*
- There are videos, power points, articles, book reviews, and presentations on my web page.

  [http://faculty-staff.ou.edu/H/Lawrence.Hynson-1/index.htm](http://faculty-staff.ou.edu/H/Lawrence.Hynson-1/index.htm) ID: sooner; Password: aphr

**Last Class Session:**
- The grade is determined by participation and a final exam. The final is a closed book, in-class, written comprehensive examination. The exam counts 85% of the grade. Participation and in class written exercises count 15% of your final grade.

**Grading:** This is a letter-graded course: A, B, C, D, or F.
ATTENDANCE/GRADE POLICY NOTICE

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.

Government regulations for completing coursework frequently differ from university requirements. 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:

a) 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;

b) assisting others in any such act;

c) or attempting to engage in such acts.

All acts of academic misconduct will be reported and adjudicated as prescribed by the Academic Misconduct Code of the University of Oklahoma.

Please see OU website for details concerning OU Academic Honesty policy set forth by the Honor Council. www.ou.edu/honorcouncil.

ACCOMMODATION STATEMENT

The College of Continuing Education [Advanced Programs] is committed to making its activities as accessible as possible. The College and the University provide a range of special services for those with disabilities. If you anticipate a need for some of these services, please contact your OU Site Manager.

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 Manager. Students should retain a copy of any assignments that are mailed to the professor for the course.

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L. M. HYNSON III Ph.D.

EDUCATION

1972 Ph.D., Organizations (sociology), University of Tennessee
1969 M.A., Sociology & Psychology, Texas Christian University
1963 B.A., Sociology & Psychology, Texas Christian University

CURRENT POSITIONS

Advanced Programs Professor since 1990
Joint Degree Sociology Professor, University of Oklahoma, Norman, Oklahoma
Full Professor Sociology, Graduate Faculty, Oklahoma State University, Stillwater, Oklahoma

FREQUENTLY TAUGHT ADVANCED PROGRAMS COURSES

HR 5002 Theoretical Foundations of Human Relations
HR 5100 Organization Transformation
HR 5110 Human Resource Development
HR 5112 Career Changes
HR 5112 International Training and Development
HR 5112 Organizational Behavior in Human Relations

MAJOR AREAS OF TEACHING AND RESEARCH INTEREST

International Studies/Relations
International global organizations
Contemporary organizational theories
Applied and Clinical Sociology
Organizational Behavior

REPRESENTATIVE PUBLICATIONS AND PRESENTATIONS


MAJOR PROFESSIONAL AFFILIATIONS

American Sociological Association
The Military Institute Association

REPRESENTATIVE HONORS AND AWARDS RECEIVED

Honorable discharge: Captain U.S. Army Intelligence, Field Artillery Officer.
Outstanding Teacher Award, Blue Key Honor Society
Advisor, University Honor Society Hall
Outstanding HRD Award ASTD (American Society for Training and Development)
Two national ASTD offices: Director, International Division and Community Development Division
Phi Kappa Pi Alumni Award for Outstanding Contributions
Distinguished Military Graduate (Field Artillery) Texas Christian University