

**STATE UNIVERSITY OF NEW YORK  
COLLEGE OF TECHNOLOGY  
CANTON, NEW YORK**

**COURSE OUTLINE**

**BSAD 375 - LEADERSHIP & CHANGE**

**Prepared By: Dr. Charles R. Fenner**

**SCHOOL OF BUSINESS AND LIBERAL ARTS  
BUSINESS DEPARTMENT  
Spring 2016**

**BSAD 375 LEADERSHIP and CHANGE**

- A. **TITLE:** Leadership and Change
- B. **COURSE NUMBER:** BSAD 375
- C. **SHORT TITLE:** Leadership
- D. **CREDIT HOURS:** 3
- E. **WRITING INTENSIVE COURSE:** N/A
- F. **COURSE LENGTH:** 15 Weeks
- G. **SEMESTER(S) OFFERED:** Fall and/or Spring
- H. **HOURS OF LECTURE, LABORATORY, RECITATION, ACTIVITY:**  
3 lecture hours per week
- I. **CATALOGUE DESCRIPTION:** The course will prepare students with the theory, tools, and competency needed to harness modern leadership principles in challenging organizational environment. In this course students will study leadership paradigms including the trait, skill, style, behavioral, situational, and contingency leadership models as well as power, leader-follower relations, ethics, and diversity. Students will acquire skills to revolutionize organizations, its environment, culture, and overcome organizational crisis.
- J. **PRE-REQUISITES/CO-COURSES:** BSAD 301 – Principles of Management or permission of the instructor
- K. **GOALS (STUDENT LEARNING OUTCOMES):**

By the end of this course, the student will be able to:

Course Objectives	Institutional SLO
1. Explain the key elements of leadership and the attributes of effective leaders.	3. Professional Competence
2. Describe the history of leadership and the traditional theories of leadership.	1. Communication
3. Identify contemporary leadership paradigms.	3. Professional Competence
4. Differentiate between the aspects and application of power and influence.	2. Critical Thinking

5. Compare effective approaches to motivation, communications, coaching, and counseling.	2. Critical Thinking 3. Professional Competence
6. Identify methods to introduce change and overcome resistance to change.	3. Professional Competence

L. **TEXTS:** Lussier, R., & Achua, C. (2012). *Leadership: Theory, application, and skill development*. (5th Ed.) New York: Cengage.

M. **REFERENCES:**

Northhouse, P. (2014) *Leadership: Theory and Practice*. London: Sage.

N. **EQUIPMENT:** Technology Enhanced Classroom

O. **GRADING METHOD:** (A-F)

P. **MEASUREMENT CRITERIA/METHODS:** Exams, Quizzes, Discussion Boards, Assignments, and Projects

Q. **DETAILED TOPICAL OUTLINE:**

Part I – Leadership and the Individual

A. Traits, Skill, Style, and Behavior

1. The Trait Leadership Approach
2. Skill Leadership Approach
3. Style Leadership Approach
4. Behavioral Leadership Approach

B. Situational and Contingency Approaches

1. Fielders’ Contingency Model
2. Path –Goal Theory
3. Vroom-Jago Model
4. Substitutes for Leadership

Part II –Power and Influence

A. Power

1. Sources of Power
2. Faces of Power
3. Ethics and Influencing

B. Influencing Tactics

1. Nature of Organizational Politics
2. Networking and Negotiation
3. Leader-Follower relations

### Part III: The Leader as Motivator

#### A. Motivation and Needs

1. Leadership and Motivation
2. Theories of Needs
3. Theories of Motivation
4. Organizational Motivational Programs

#### B. Communication

1. Communication Process and Channels
2. Coaching and Counseling
3. Communication in Team leadership
4. Open Organizational Wide Communication

### Part IV: Changing Corporate Culture

#### A. Shaping Culture and Values

1. Vision and Ethical Values
2. Artifacts, Norms, and Basic assumptions
3. Top, Middle Management, and Supervisor Force

#### B. Ethics and Diversity

1. Leadership Commitment
2. Diversity Oriented Organizations
3. Salad Bowl Integration

### Part V: Organizational Leadership

#### A. Charismatic and Transformational Leadership

1. Charismatic leadership
2. Transformational Leadership
3. Strategic Leadership
4. Learning Organizations

#### B. Strategic Leadership and change Management

1. Role of Leadership
2. Change Management Process
3. Communicating Change
4. Strategies for Minimizing Resistance to Change