LEADERSHIP and ORGANIZATIONAL BEHAVIOR 424
Northwestern University
Masters of Engineering Management Program

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Overview of Course:

A key leadership task is to assemble the skills, talents and resources of individuals and groups into those combinations that best solve the organizational problem at hand. You must manage people, information, and processes to accomplish organizational goals; you must make things happen, and often not under conditions or timeframes of your own choosing. The successful execution of these goals requires leaders to be able to diagnose problems, make effective decisions, influence others, optimize cross-functional teams, drive organizational change, design reward systems, and shape organizational culture. This course prepares you to achieve these objectives. The course provides fundamental tools from the behavioral and social sciences that will improve your ability to analyze organizational dynamics and to take robust action. Throughout the course you will begin to acquire leadership skills and tools using an applied, practical approach.

In addition to leadership skills, to be a successful leader one must be genuine and authentic. Therefore, you will develop your own personal vision of leadership. What type of leader do you aspire to become? What do you need to do to become that person? What legacy do you hope to leave? You will use various assessments and tools to help you craft your vision, and you will flesh out the steps that you need to take to achieve your goals.

Thus, the key objectives of this course are two-fold. First you will enhance your own leadership skills and you will be prepared to lead high-performing, successful firms in the future. Second, you will identify your own leadership style so that you can become an authentic leader and effectively lead your own career.

Course Format:

Each evening we will focus on a particular set of leadership skills. Our goal will be to distinguish between effective and ineffective strategies. We will accomplish this by discussing key theoretical concepts and analyzing related cases.

Assignments and Grading:
Your final grade is comprised of:
1) Participation
        A. Course Contribution
        B. Leadership Insight Exercises
2) Leadership Self-Assessment & Development Plan
3) Senior Leader Group Case Analysis
        Paper
        Peer evaluations
4) Midterm Exam
5) Vision of Leadership Presentation

Honor Code and Consideration for Classmates:
Always let me know at least 24 hours in advance if you will miss a class session so that I can make arrangements for any in-class exercises to be certain that your classmates do not suffer from your absence. This advance notice will also allow us to make arrangements to ensure that you get all of the materials distributed in the class that you miss.

If you are familiar with a case or an exercise introduced in class, please do not discuss your prior knowledge with other students as this can ruin the learning experience for them. **Telling other students in the program about your experience with cases and exercises is an honor code violation.** If you are concerned that your prior experience with a case might be an issue, please let me know before class. **It is NOT appropriate, and an honor code violation, to search the web for case related materials and answers.**

It is not appropriate to borrow notes, discuss cases, or share exams with people outside of class. Material used in this class including but not limited to handouts, exercises, cases, discussion questions, charts, and graphs are copyrighted and may not be used for purposes other than the educational experience of this class without the written consent of the instructor. You may not post exercises or your responses to them on the internet or distribute these materials in any way.

People need to feel comfortable sharing their own leadership strengths and weaknesses as well as their own leadership journeys. Therefore it is important for you to honor the confidentiality of your classmates. Class discussion must stay in class.

COURSE SNAPSHOT	
Class session	***Topics***
Class 1	• Foundations of individual behavior • Impact of framing • Ethical behavior
Class 2	• Power in Organizations • Using conflict effectively
Class 3	• Understanding and using theories of motivation • Utilizing effective reward systems
Class 4	• What is organizational culture? • Defining a compelling culture • Differentiate between artifacts, core values, and basic underlying assumptions
Class 5	• Models of change • The tipping point • Managing change
Class 6	• Managing transitions • Organizational change recipients' beliefs • Implementing change techniques
Class 7	• Emotional Intelligence
Class 8	• Effective decision-making • Avoiding decision-making biases
Class 9	• Understanding your influence • Influencing up and down • Procedural influencing tactics • Interpersonal influencing tactics
Class 10	• Managing vs. leading • Visions of leadership