

New Course Request

Indiana University

South Bend Campus

Check Appropriate Boxes: Undergraduate credit [] Graduate credit [X] Professional credit []

1. School/Division Business & Economics 2. Academic Subject Code BUSB

3. Course Number F538 (must be cleared with University Registrar) 4. Instructor

5. Course Title Leadership, Negotiation and Human Resource Management

Recommended Abbreviation (Optional) (limited to 32 Characters including spaces)

6. First time this course is to be offered (Semester/Year): Fall, 2003

7. Credit Hours: Fixed at 3 or Variable from to

8. Is this course to be graded S-F (only)? Yes No [X]

9. Is variable title approval being requested? Yes No [X]

10. Course description (not to exceed 50 words) for Bulletin publication: Assessment, learning, analysis, practice and application of leadership skills, self-awareness, time and stress management, delegation and empowerment, power and influence, motivation, problem-solving, creativity and innovation, interpersonal communication, negotiation, conflict management and teamwork.

11. Lecture Contact Hours: Fixed at 3 or Variable from to

12. Non-Lecture Contact Hours: Fixed at or Variable from to

13. Estimated enrollment: 25 of which percent are expected to be graduate students.

14. Frequency of scheduling: twice per year Will this course be required for majors? MSA yes

15. Justification for new course: Provides management skills for MSA requirements and as elective for other graduate business programs.

16. Are the necessary reading materials currently available in the appropriate library?

17. Please append a complete outline of the proposed course, and indicate instructor (if known), textbooks, and other materials.

18. If this course overlaps with existing courses, please explain with which courses it overlaps and whether this overlap is necessary, desirable, or unimportant.

19. A copy of every new course proposal must be submitted to departments, schools, or divisions in which there may be overlap of the new course with existing courses or areas of strong concern, with instructions that they send comments directly to the originating Curriculum Committee. Please append a list of departments, schools, or divisions thus consulted.

Submitted by: [Signature] Chair, B & E Curriculum Committee Date 1/17/03 Approved by: [Signature] Bill Schwartz Date 12/19/02

[Signature] Date 12/19/02 Dean of Graduate School (when required) [Signature] Date 2/27/03

[Signature] Senate Curr. Comm. University Registrar

After School/Division approval, forward the last copy (without attachments) to the University Registrar for initial processing, and the remaining four copies and attachments to the Campus Chancellor or Vice-President.

School of Business & Economics

F538: Leadership, Negotiation, and Human Resource Management (3 cr)

Professor: Dave Vollrath

I am regularly available for consultation outside of class. My office hours are MWR 2:30-4:30 and 6-7 PM. At other times, please drop by my office (AI 204A), call me at my office or leave a message (237-4288), send me e-mail (vollrath@iusb.edu), send me a fax (237-4866), or call me at home between 9AM and 9PM (255-6650).

Course Description and Objectives

This course is a requirement within the MSA degree program and is an elective within the MBA and MIT degree programs. You will follow a course of assessment, learning, analysis, practice, and application of skills that are important for leadership, negotiation, and human resource management. By the end of the semester, you should know major concepts related to these skills and be able to apply the concepts and skills to your own organizational behavior.

Course Format

Prepare for each class meeting by completing the Skill Assessments and reading the other sections of the assigned chapter or supplement. Note any concepts that you find unclear or controversial. Turn in a copy of your scores on the Skill Assessment(s) at the beginning of class. Each class meeting will use assessments, cases, videos, role plays, and/or discussion to clarify the concepts and practice the behavioral skills of the chapter or supplement.

Evaluation

I judge your performance (250 points total) in terms of written exams (40%), written assignments (24%), class involvement (20%), and performance exams (16%). Two written exams (50 points each) consist of take-home essay questions. Written assignments consist of four Skill Applications (10 points each) and an overall self-evaluation (20 points). Class involvement consists of attendance and participation (1 point each per class, up to a maximum of 30 points) as well as completion of ten Skill Assessments (2 points each). Two performance exams (20 points each) use a role-play format to assess specific skills.

Course grades follow this scale:

97-100%	243-250	A+	77-79%	193-199	C+
94-96%	235-242	A	74-76%	185-192	C
90-93%	225-234	A-	70-73%	175-184	C-
87-89%	218-224	B+	67-69%	168-174	D+
84-86%	210-217	B	64-66%	160-167	D
80-83%	200-209	B-	60-63%	150-159	D-

NOTE: I will not make extra-credit assignment(s) in this course. If you must miss a class due to work or illness, inform me as soon as possible.

Required Text

D. A. Whetten & K. S. Cameron. (2002). *Developing Management Skills* (5th ed.). Upper Saddle River, NJ: Prentice Hall.

Date	Topic	Reading Assignment
Week 1	Critical Role of Skills	Introduction
Week 2	Developing Self-Awareness	Chapter 1
Week 3	Managing Stress	Chapter 2
Week 4	Solving Problems (Skill Application 1 DUE)	Chapter 3
Week 5	Making Oral & Written Presentations	Supplement A
Week 6	Supportive Communication	Chapter 4
Week 7	Conducting Interviews (Skill Application 2 DUE)	Supplement B
Week 8	Midterm Performance Exam (Written Exam 1 DUE)	
Week 9	Gaining Power & Influence	Chapter 5
Week 10	Motivating Others (Skill Application 3 DUE)	Chapter 6
Week 11	Managing Conflict	Chapter 7
Week 12	Empowering & Delegating	Chapter 8
Week 13	Building Effective Teams (Skill Application 4 DUE)	Chapter 9
Week 14	Conducting Meetings (Written Exam 2 DUE)	Supplement C
Week 15	Final Performance Exam (Self-Evaluation DUE)	

Skill Applications

Each text chapter ends with a Skill Application section that includes “Suggested Assignments.” You should choose, complete, and report in writing a Suggested Assignment by each of the four due dates noted in the syllabus schedule. For Skill Application 1, choose a Suggested Assignment from Chapters 1-2. For Skill Application 2, choose a Suggested Assignment from Chapters 3-4. For Skill Application 3, choose a Suggested Assignment from Chapters 5-6. For Skill Application 4, choose a Suggested Assignment from Chapters 7-9. (10 possible points for each)

Self Evaluation

Your typed (1.5 or 2 spacing) answers must follow this outline and total **no more than ten pages**. Your self evaluation is due on **the day of the final exam**. (20 possible points)

1. Area of greatest *strength* from among the twelve we have studied in F532
 - a. Identify your area of greatest strength and describe your specific skills within this area. Use the PAMS, the Associates Version, other text assessments, journal entries, and/or personal experiences to support your answer.
 - b. Identify at least one text concept related to this area and show how it explains your skillful performance in this area.
 - c. Develop a personalized plan of action to leverage these skills within the next 6 months. *Be specific*, by identifying where, when, with whom, etc., you will leverage your skill.

2. Area of greatest *weakness* from among the twelve we have studied in F532
 - a. Identify your area of greatest weakness and describe your specific skill deficits within this area. Use the PAMS, the Associates Version, other text assessments, journal entries, and/or personal experiences to support your answer.
 - b. Identify at least one text concept related to this area and show how it increases your awareness and/or understanding of this area.
 - c. Develop a personalized plan of action for improving these skills within the next 6 months. *Be specific*, by identifying where, when, with whom, etc., you will develop your skill.

Learning Objectives

Week 1	Critical Role of Skills	Introduction
Know the 5-step model for developing management skills.		
Week 2	Developing Self-Awareness	Chapter 1
Know the four learning styles.		
Know the concept of the sensitive line (comfort zone).		
Know the three levels of moral development.		
Know the concepts of internal and external locus of control.		
Week 3	Managing Stress	Chapter 2
Know how to eliminate stressors.		
Know how to develop resiliency.		
Know how to cope temporarily with stress.		
Be able to distinguish between efficient and effective time management.		
Week 4	Solving Problems	Chapter 3
Know the three methods for improving problem definition.		
Know the three ways to generate more alternatives.		
Week 5	Making Oral & Written Presentations	Supplement A
Be able to apply strategy, structure, support, style, and supplement to oral and written presentations.		
Week 6	Coaching & Counseling	Chapter 4
Be able to distinguish between coaching and counseling problems.		
Know how to apply the eight principles of supportive communication.		
Week 7	Conducting Interviews	Supplement B
Know and be able to apply general concepts of interviewing.		
Be able to distinguish among information gathering, employment selection, and performance appraisal interviews.		
Week 9	Gaining Power & Influence	Chapter 5
Know sources of personal and position power.		
Know the influence strategies of retribution, reciprocity, and reason.		
Know how to neutralize influence strategies used by others.		
Week 10	Motivating Others	Chapter 6
Know how to diagnose work-performance problems.		
Know how to develop employee abilities.		
Be able to recommend appropriate actions for specific work-performance problems.		

Week 11 Managing Conflict

Chapter 7

Be able to diagnose sources, personal preferences, and context characteristics related to conflict.
Know how to select the appropriate strategies for handling conflict.
Know how to apply the problem-solving process of dispute resolution.

Week 12 Empowering & Delegating

Chapter 8

Know the five dimensions of empowerment.
Be able to apply the nine methods of empowerment.
Know concepts for deciding how, when, and to whom to delegate.

Week 13 Building Effective Teams

Chapter 9

Be able to diagnose the advantages/disadvantages of groups and the stages of team development.
Know the issues of teamwork and team leadership relevant to each stage of development.

Week 14 Conducting Meetings

Supplement C

Know and be able to apply the concepts of purpose, participants, planning, and process.
Know how to contribute to meeting effectiveness as a group member.