



# EXTENDED CAMPUS

COLLEGE of PROFESSIONAL  
and CONTINUING STUDIES

## HR 5033-223: Leadership in Organizations

### Course Description:

This course is designed to respond to the tremendous need for a leadership in the rapidly changing environment of the world in which we now live. A model empowering people in all positions to focus on vision enhances productivity as well as transforms the culture to value human relations more consistently. The model of stewardship will be explored as an alternative to traditional concepts of leadership and management emphasizing visioning, communications, and group dynamics. The scientific model of chaos theory and quantum physics will provide a framework of understanding for this paradigm shift as an explanation of how and why this model can and does work. The class will be conducted following these models which will require active participation by the students in designing and implementing the work which we do.

### Class Dates, Location and Hours:

Dates: October 9 – 14, 2018

Location: Building 2775, Rooms 10 and 11. Kapaun Air Station on Vogelweh Air Base.

Hours: Tuesday - Friday 6:00-9:30 pm; Saturday and Sunday 8:30 a.m.-4:30 p.m.

Last day to enroll or drop without penalty: September 10, 2018

### Site Director:

Email: [apramstein@ou.edu](mailto:apramstein@ou.edu). Phone: DSN 480-6807, Civilian 06371-47-6807.

### Professor Contact Information:

Course Professor: K. Renee Marlow, LSW, BCD

Mailing Address: 2123 S. Atlanta Pl, Suite 125  
Tulsa, OK US 74114

Telephone Number: (918) 749-6838; Cell: (918) 760-2128

E-mail Address: [kr.marlow@cox.net](mailto:kr.marlow@cox.net)

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, and can be ordered online, by phone, by email, or by fax. Ordering online at <http://www.bkstr.com/oklahomastore/home> is strongly recommended – students can track the status of their order within 48 hours. If an order has not been shipped within three days, students can contact the Follett textbook manager by phone (405) 325-3511, (800) 522-0772 (toll-free) or email [0831mgr@fheg.follett.com](mailto:0831mgr@fheg.follett.com). Phone orders (ask for the textbook manager and identify yourself as an Advanced Programs student) can be placed 8 a.m. to 6 p.m. Monday through Thursday; 8 a.m. to 5 p.m. on Friday; 10 a.m. to 4p.m. on Saturday (CST). Summer hours: 9 a.m. to 5 p.m. Monday through Friday (CST). Fax orders can be placed 24 hours a day at (405) 325-7770. Text prices are available online.

1. Bennis, W. G. & Goldsmith, J. (2010). *Learning to lead: A workbook on becoming a leader* (4<sup>th</sup> ed.). New York: Basic. ISBN 9780465018864.

2. Block, P. (2013). *Stewardship: Choosing service over self-interest* (2<sup>nd</sup> ed.). San Francisco: Berrett-Koehler. ISBN 9781609948221.
3. Wheatley, M. J. (2012). *Leadership and the new science: Discovering order in a chaotic world*. San Francisco: Berrett-Koehler. ISBN 9781576753446.
4. Materials posted on the OU Canvas learning management system: Access Canvas at <https://canvas.ou.edu>, enter your OU NetID and password, and select course to access material. If you require assistance with Canvas, please click on the Help icon. You can search the Canvas guides, chat with Canvas support, or contact OU IT.

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:

By completing this course, students will:

- discuss and explore the concept of leadership traditionally and contrast this with the model of stewardship;
- contrast leadership and management skills;
- examine the relevance of leadership to organizational goals and mission;
- explore general issues regarding effective leadership;
- explore a new model of leadership called stewardship; and
- learn the skills of visioning, communication, group dynamics to effectively utilize empowerment.

### Assignments, Grading and Due Dates:

1. The texts may be viewed as resource books. It will not be possible to cover all the texts' contents in class; therefore, **read** all the texts before class.
2. Complete all the exercises in *Learning to Lead* before class begins in order to be prepared to participate in class.
3. Write a seven to ten-page paper addressing some aspect of leadership that you think is important, explaining its importance and how you could utilize this aspect of leadership to become a more effective leader. APA format required.
4. Keep a daily journal of your experiences and learning in class and turn in or put in drop box by the beginning of the next class. This may be hand written or typed and at least a page.
5. A group presentation will be assigned by the second day of class and presentations will be scheduled during class.

### Grading:

This is a letter-graded course: A, B, C, D or F. 100-90 points = A; 89-80 points = B; 79-70 points = C; 69-60 points = D; and 59-0 points = F.

Assignment	Due Date	Percent of Grade
Journal	Daily for class the day before	10%
Paper	Third class session	30%
Presentation	During class sessions	30%
Final Examination	Last class session	30%

**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 making 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 Integrity and Student Conduct**

Academic integrity means honesty and responsibility in scholarship. Academic assignments exist to help students learn; grades exist to show how fully this goal is attained. Therefore all work and all grades should result from the student's own understanding and effort.

Academic misconduct is any act which improperly affects the evaluation of a student's academic performance or achievement. Misconduct occurs when the student either knows or reasonably should know that the act constitutes misconduct. Academic misconduct includes: cheating and using unauthorized materials on examinations and other assignments; improper collaboration, submitting the same assignment for different classes (self-plagiarism); fabrication, forgery, alteration of documents, lying, etc...in order to obtain an academic advantage; assisting others in academic misconduct; attempting to commit academic misconduct; destruction of property, hacking, etc...; intimidation and interference with integrity process; and plagiarism. All students should review the Student's Guide to Academic Integrity at [http://integrity.ou.edu/students\\_guide.html](http://integrity.ou.edu/students_guide.html)

Students and faculty each have responsibility for maintaining an appropriate learning environment. All students should review policies regarding student conduct at <http://studentconduct.ou.edu/>

### **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.

### **Adjustment for Pregnancy/Childbirth-Related Issues**

Should you need modifications or adjustments to your course requirements because of documented pregnancy-related or childbirth-related issues, please contact me as soon as possible to discuss. Generally, modifications will be made where medically necessary and similar in scope to accommodations based on temporary disability. Please see <http://www.ou.edu/content/eoo/faqs/pregnancy-faqs.html>.

## **Title IX Resources**

For any concerns regarding gender-based discrimination, sexual harassment, sexual misconduct, stalking, or intimate partner violence, the University offers a variety of resources, including advocates on-call 24/7, counseling services, mutual no-contact orders, scheduling adjustments, and disciplinary sanctions against the perpetrator. Please contact the Sexual Misconduct Office at [smo@ou.edu](mailto:smo@ou.edu) or (405) 325-2215 (8-5), or the Sexual Assault Response Team at (405) 615 -0013 (24/7) to report an incident. To learn more about Title IX, please visit the Institutional Equity Office's website at <http://www.ou.edu/content/eoo.html>

## **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.

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**

**K. Renee Marlow, M.S.W.**

### **Education**

- BA - University of Tulsa
- M.S.W. - University of Oklahoma

### **Current Positions**

- Advanced Programs Professor since 1995
- Adjunct Professor, Department of Human Relations, University of Oklahoma
- Licensed Social Worker and Board Certified Diplomat in Clinical Social Work in private practice in Oklahoma
- Private Practice - counseling and therapy for individuals, couples, families and groups, mediation and training

### **Frequently Taught Advanced Programs Courses**

- HR 5110 Developmental Theory
- HR 5113 Introduction to Mediation
- HR 5033 Leadership in Organizations
- HR 5083 Seminar in Group Dynamics
- HR 5333 Mediation in Human Relations

### **Major Areas of Teaching and Research Interest**

- Developmental Theory
- Family theory, assessment and treatment
- Leadership
- Mediation
- Counseling skills and techniques
- Group Therapy

### **Representative Publications and Presentations**

- National Association of Social Workers
- Academy of Certified Social Workers
- Oklahoma Academy of Mediators and Arbitrators
- American Group Psychotherapy Association

### **Representative Honors and Awards Received**

- Board Certified Diplomat-Clinical Social Work
- Certified Group Psychotherapist
- Listed in Who's Who Among Students in Colleges and Universities
- Listed in Who's Who Among Human Service Professionals
- Listed in Who's Who in Executives and Professionals and 2000 Notable Women