

U.S. COAST GUARD ACADEMY

DEPARTMENT OF LEADERSHIP AND MANAGEMENT

Organizational Behavior and Leadership (Course # 8211)

Course Description: Regardless of your major, GPA, athletic ability, or military rank, if you are a cadet at the Coast Guard Academy, you are a leader. The purpose of this course is to help you answer the question: **How will I lead?** To that end, we have developed a three-part course that will help you explore why others act the way they do, who you are as a leader, and, finally, how to understand and lead teams. The course is structured around the Coast Guard's Leadership Development Framework. That framework groups twenty-eight leadership competencies into four main categories: Leading Self, Leading Others, Leading Performance and Change, and Leading the Coast Guard. In this course, we will focus on the first two categories; however many times our conversations will stretch into the other two areas as well. We will use case studies, in-depth analysis of leadership theories, class discussions, and peer-evaluated, leadership experiences to further your knowledge.

Course Objectives: As your professors, our goal is for you to accomplish the following four objectives:

- Be able to understand your personal leadership style and the strengths and weaknesses of that style
- Be capable of entering into a team environment in a leadership role, assess the dynamics of that team, and adapt your leadership style to effectively lead the individual members and team as a whole
- Possess a thorough understanding of quality "followership" and be capable of developing high quality, more engaged, more critically thinking followers
- Be able to articulate, evaluate, and implement common academic and Coast Guard organizational behavior and leadership frameworks

Course Resources:

- *Organizational Leadership* (Custom course textbook, Bring to class every day!)
- Desire2Learn Site: Relevant course materials will be posted on this site.

Course Reading: Read all course material in depth. To do so, consider the following questions as you read:

- How does this apply to Coast Guard leadership?
- How does this apply to my own leadership style?
- What are the strengths and weaknesses of the reading's argument?
- Do you agree or disagree with the reading? Why?

Collaboration Policy: All of the assignments should be your own work. The only exceptions will be specifically noted as allowing collaboration. Contact by any student in this course with any exam, quiz, case study, homework, etc. used in another class or from a previous semester of this course is strictly prohibited. When in doubt, assume you should be working alone. Not knowing is not an excuse. We'd rather get a call at home than have an honor case.

Attendance and Administration: Inform the senior person/scribe in advance if you will miss class. In addition, if you will miss any graded event, make arrangements with your instructor **in advance**.

Performance Assessment/Grading:

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| • Class participation | 25% |
| • Term paper/speech (Paper-15%, Speech-5%) | 20% |
| • Mid term exam | 20% |
| • Team exercises (Leader-6%, Team member-9%) | 15% |
| • Final Exam | 20% |

Level of Course Activity that supports CGA Shared Learning Outcomes:

Shared Learning Outcome	Activity Level			
	None	Low	Moderate	High
Leadership Abilities				♦
Personal & Professional Qualities				♦
Communication Effectiveness				♦
Ability to Acquire, Integrate, and Expand Knowledge				♦
Critical Thinking Ability			♦	

Level of Course Activity that supports Departmental Outcomes:

Dept. Student Outcome	Course Activity Level			
	None	Low	Moderate	High
Leadership				♦
Communications				♦
Business Competencies				
Management				♦
International Issues		♦		
Legal and Social environment issues			♦	
Integration/ Critical Thinking			♦	