

MGT 388G - LEADERSHIP AND SOCIETY

MW 04:00-05:15 PM, GU 100

Fall 2007

Isaac Wanasika, Office GU 300C E-mail: wanasika@nmsu.edu	Office Hrs: 02:00 – 03:30 PM MW & whenever you can catch me. Phone: 646-5053
We shall use WebCT. Activate your NMSU email account at https://accounts.nmsu.edu/	

REQUIRED TEXT AND MATERIALS

1. Nahavandi, A. (2005). *The art and science of leadership* (4th Ed.). Upper Saddle River, NJ: Prentice Hall.
2. I will post additional readings on WebCT.

COURSE OBJECTIVES

This course has the following objectives:

1. Make you aware of leadership behavior, patterns and strategies that promote effectiveness in society.
2. Enable you to become more self-aware of your personal leadership style.
3. Help you develop the ability to influence others, whether or not you have positional or hierarchical authority over them.
4. Enable you to become cognizant about the importance of ethical principles, values, and socially responsible management practices.
5. Provide you, the student (in exchange for a significant amount of work), knowledge that will be of lasting value throughout your career(s) both in and out of the workplace.

ATTENDANCE

1. Attendance is an important part of your overall performance in a job AND SOCIETY. It is also an important part of this class. I suggest you plan to arrive early rather than risk being late. Clock of record is my watch.
2. Anyone entering the classroom after the Instructor begins is tardy. Whether or not the tardiness is excused depends on whether or not you planned to be late. The same principle applies to leaving before the class period ends & returning late from breaks.
3. Any unexcused absences or tardiness will result in the forfeiture of all attendance bonus points & will detrimentally affect your participation/responsibility grade.
4. Students who enter the class late, or leave early (for any reason) tend to interrupt the lectures, class exercises, and general rhythm for other students and/or the instructor. Please avoid doing so. If you must be late or leave early, do so in as unobtrusive a manner as possible (e.g., sit near the door, do not ask the Instructor to repeat information during class time, and DO NOT ask other students to “catch you up,” etc.).
5. Excused absences: You have notified me ahead of time that you will be late/absent/leaving early. This is one way you can behaviorally demonstrate your grasp of planning ahead and taking responsibility—both very important aspects of effective leadership. If you let me & your group (when applicable) know of absences/lateness ahead of time, you have planned. If you provide a reason "after-the-

fact," it is an excuse. I do not take excuses. More than three non-documented absences (i.e., doctor's excuse, athletic note, etc.) will result in one letter grade penalty.

CLASS PARTICIPATION/RESPONSIBILITY

Class participation or class discussion is worth 10 points. Each student is expected to be an active participant & to make meaningful comments. Your grade on class participation is something to be earned via consistent, daily contribution to class discussions. You should make a conscientious effort to attend all classes & always be prepared to contribute to class discussions. Merely coming to class is necessary but not sufficient to earn a good participation grade; however, due to the class size there may be times when written questions & impromptu quizzes will apply in lieu of verbal contributions.

Note: Merely speaking is necessary but not sufficient for earning a good participation grade. Contributions must have substance. Volunteers will be actively sought. The opinions of all class members are critical to the learning process. Your responsibility grade is determined by your behaviors. As stated before you are expected to demonstrate your ability to act responsibly. Graded behaviors include attendance, meeting deadlines, taking proactive actions, participation, respect for the values of others, risk taking, sleeping in class, talking when others are speaking, etc. Students are encouraged to step outside of their comfort zones, to willingly make mistakes in front of others & to creatively apply learned concepts.

EXTRA CREDIT/BONUS POINTS

These points are not needed to do well in this class. They will be used to encourage specific behaviors, as motivation for those who wish to excel, and as "just in case" points. The nature of the points is such that they must be planned for. Earn them now, "just in case" you need them later. Bonus points cannot be made up. If you are not present when they are given (even when excused), you forfeit your chance at those bonus points.

1. 5 bonus points: Extraordinary Perfect Attendance is worth 5 bonus points. This means you must have zero (0) absences and/or tardiness—for any reason. It is normal (not extraordinary) to miss class for a variety of planned reasons (e.g., home, work, and family obligations).
2. 2 bonus points: If you do not have any unexcused absences/tardiness, leaving early, etc. Note: adding the class late is an excused absence. Not showing up for the first class (when you are on the class roster) is an unexcused absence.
3. 5 bonus points: Leadership in class/group discussions. Spontaneous bonus point opportunities may be offered during the semester. Only those students present have a chance to earn them. Bonus points cannot be made up.

GRADING

Examinations: There will be two exams. These will be based on readings, class discussions, assessments and group activities.

1. The exams are worth 100 points each.
2. The first project (Leader Interview) is worth 100 points for each group member.
3. The second project (Film Paper) is worth 100 points.
4. Attendance and participation are worth 50 points.

5. The homework assignment (You, Fifteen Years from Now) is worth 50 points.

GRADE DISTRIBUTION			Course Grade
Item	Percent	Points	
Two exams	40	200	<i>More than three unexcused absences results in one letter-grade drop.</i> A = 90-100% B = 80-89% C = 70-79% D = 60-69% F = below 60% If S/U graded, S = 70%
Leader interview project	20	100	
Film paper and presentation	20	100	
You, fifteen years from now	10	50	
Participation	10	50	
Total	100	500	

- **Incompletes ("I" grades):** Given for passable work that could not be completed due to circumstances beyond the student's control (e.g., severe illness, death in the immediate family). These circumstances must have developed after the last day to withdraw from the course. Requests for "I" grades should be made to the instructor, but must be approved by the Management Department Head.
- **Withdrawals:** It is the responsibility of the student to know important dates such as University drop dates; last day to withdraw with a **W is October 16, 2007**. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop.
- **Cheating:** Cheating will not be tolerated. Punishment for those caught cheating will be an "F" in the course. The person will also be subject to further sanctions as indicated in the student code of conduct.
- **Attendance:** More than three non-documented absences (i.e., doctor's excuse, athletic note, etc.) will result in one letter grade penalty.
- **Exam make-ups.** You are allowed make-up exams missed during the semester. A two-hour time block will be pre-set for finals week for ALL make-up exams. (Note: If you missed two exams then you will have only two hours on the assigned date & time period to take the exam(s)). The date & time will be provided during the course of the semester.
- **Disabilities/Employee Relations:** Feel free to call the Director of Institutional Equity at 505-646-3635 with any questions you may have about NMSU's Non-Discrimination Policy & complaints of discrimination, including sexual harassment. Call the Coordinator of Services for Students with Disabilities at 505-646-6840 regarding student issues related to the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially.

PROJECTS

1. The first project will be to prepare and present a 4-page (maximum) summary of leadership behaviors demonstrated in a popular movie/film selection from a list that will be provided in class (100 points).
2. One group project will be assigned, worth 100 points. This project will be to interview (in person or by phone) two leaders who you admire and respect. You are to learn everything that you can about their perspective on leadership - their definition of leadership, the leadership behaviors they appear to use, their core leadership principles, and advice they would provide for people beginning their leadership experiences. Finally, you will compare their leadership styles. Write a 10-page (double-spaced, Times New Roman 12) paper summarizing your findings and conclusions (100 points).
3. The third project will be to write a 4-page paper of your own leadership self-evaluation. The paper should contain your leadership aspirations, how you intend to get there and what you intend to achieve with your leadership skills fifteen years from now (50 points).

COURSE OUTLINE

The following is the course outline and reading assignments for this course. These assignments should be read carefully. Students are expected to be *thoroughly* prepared for *every* class.

COURSE OUTLINE - MGT 388G			
Week	Date	Topic	Readings and Assignments
1	22-Aug	Introduction to MGT 388G	Syllabus
2	27-Aug	Effective leadership	Chapter 1
	29-Aug	What does the leader do?	Group assignments
3	3-Sep	<i>Labor Day</i>	
	5-Sep	Culture and leadership	Exercise: Narian Bridges
4	10-Sep	History of modern leadership theory	Chapter 2
	12-Sep	Current trends in leadership	Chapter 2
5	17-Sep	Individual differences and traits	Chapter 3 Turn-in: Self-assessment 3-1 to 3-7
	19-Sep	Big 5 Personality Dimensions. Other traits.	Chapter 3
6	24-Sep	Power and leadership	Chapter 4
	26-Sep	Influence tactics	
7	1-Oct	Contingency models	Chapter 5
	3-Oct	Contingency models	Turn in: Self assessment 5-1 & 5-2

8	8-Oct	Path-Goal Theory, LMX	Chapter 6
	10-Oct		Exam 1
9	15-Oct	Substitutes for leadership, Situational leadership	Chapter 6 10/16: Last day to drop with "W"
	17-Oct		
10	18-Oct	Participative Leadership	Chapter 7
	19-Oct	Team leadership	
11	22-Oct	Charisma and transformational leadership	Chapter 8
	24-Oct	Leadership and Change	Film paper due
12	29-Oct	Strategic leadership	Chapter 9
	31-Oct	Characteristics of strategic leaders	Turn in: Self-assessment 9-1
13	5-Nov	Fairness/Justice in Social Exchanges	
	7-Nov	Leadership, ethics and diversity	
14	12-Nov		Exam 2
	14-Nov	Leadership development	Chapter 10
15	19-Nov	<i>Thanksgiving</i>	
	21-Nov		
16	26-Nov	Presentations	Leadership interview paper due
	28-Nov	Presentations	
17	3-Dec	Presentations	
	5-Dec	The future of leadership.	Homework assignment due (You, 15 years from now).
18	10-Dec		Exam 3