

Business Management 388: Leadership
Syllabus, Fall 2008
Mon, Weds, Fri 10:30 – 11:20 am / Guthrie Hall 200

CHECK WebCT – Salsa.nmsu.edu for the most Recent Updates / Corrections !

Welcome to Business Management and this “Viewing the Wider World Course” in Leadership. The following syllabus has been designed to acquaint you with the requirements of this course as well as touch on some University and departmental policies. This is an “upper” level class, and our class experience together will be both high tech and high touch. I will expect you to have a certain amount of literacy and to be able to use many and *various* university resources, including WebCT, the syllabus and required texts. If you know you need help or discover you need assistance in any of these areas please see me sooner rather than later. Ask questions, identify **resources**, and use them!

Course Objectives:

- Learn and know why “Leadership” is important in Business Management and *many* other fields.
- Survey various terms, topics and styles of Leadership
- Experience Leadership in various areas in order to better understand your own sense of leadership.
- Understand how diversity and issues of “difference” impact all areas of leadership.
- Learn how to research leadership and business/academic interactions, especially through observation and recording data.
- Identify your own leadership relationships and how this works for you and others.
- Present ideas appropriately and effectively using different media. You will be working with visual, written and oral (English), as well as on-line communication.
- Establish the importance and RELEVANCE of leadership.
- Learn to work in Groups/Teams and to further the collective experience of the classroom

Instructor:

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Office Hours:

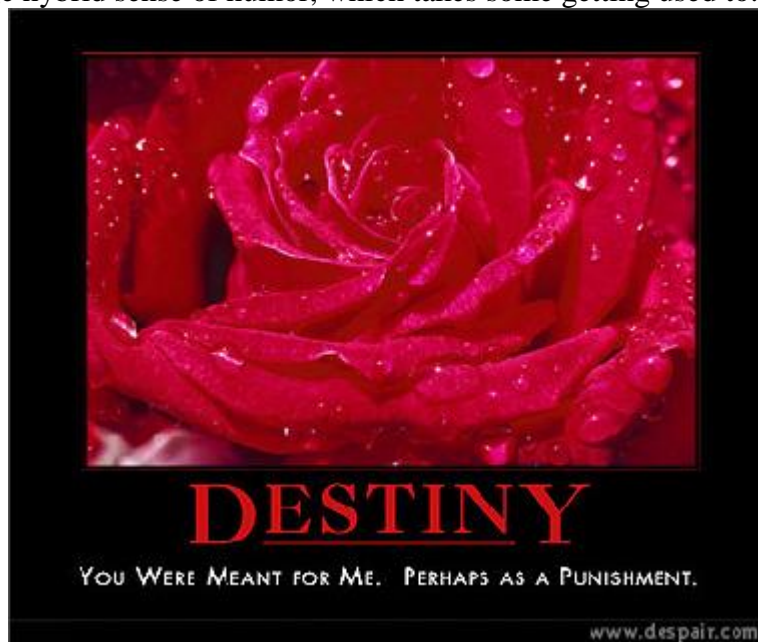
Weds 9 – 10:30 / Fri 11:30 – 1:00 (Office / Coffee TBA)
Email, text or call with questions or to make an appointment outside of these office hours.



Communication and Teaching Philosophy

I am a student of Business Communication, as well as the professor for this class. So, I am one of those people who really enjoy what I teach and hope to have *fun* in this class. I regard the classroom as a ‘hands-on’ opportunity to practice what we live and learn. This includes practicing communication, information and knowledge management in all of its various forms. All of us are in organizations, each and every day in many different ways, not the least of which is the academic community. Like fish in water, we rarely take notice of the environment of the organizations where we live. Consider yourself employed as a consultant and trainer in this class, not just a little goldfish swimming around minding her own business. We will be looking at leadership in various organizations and institutions both for how we individually and personally relate, as well as for the systems and networks they represent in all of our lives.

I also have a strange hybrid sense of humor, which takes some getting used to:



Textbook(s):

Shriberg, A., Shriberg, D.L. and Kumari, R. (2005). Practicing Leadership: Principles and Applications. 3rd Edition. New York, NY: John Wiley & Sons, Inc. ISBN 0-471-65662-3
Check pricing bookstore Used / Online
Required – I don’t care if you own it – I do care that you READ it.

LeGuin, U.K. (1994). The Dispossessed. Eos. ISBN 0061054887 (very inexpensive online < \$8.00 !)

REQUIRED ONLINE READINGS – Check WebCT REGULARLY

Strongly Recommended – Bolles, R.N. (most recent edition). The 200x What Color is Your Parachute? Berkeley, CA: Ten Speed Press. ISBN 1-58008-727-2.

Assignments / Exams / Grading:

Requirement – get/use/have a NetID. All electronic communication from me will be through your **NMSU email/NetID.**

WebCT - Introduction – on line, 5 points

Scavenger Hunt – 5 points individual / 5 points Team

Keep a Journal – online, choose a Leader to observe and record your observations.

You may choose someone famous – preferably alive, or someone local, or use your self. We will discuss this in class. (2 points per entry per week – see schedule for suggested writing). 7 out of 9 journals must be completed for full points. Deadline every week Sunday Midnight. 7 entries = 14 points.

Final Evaluation/Leadership Case Study based on your Journal – (min 5-7 pages) – 45 points

Discussions / Exams – 5 points per D/E (These are Random / pop quiz may be in class or online)

Mid-Term Examination (In Class) – 45 points

Final Exam (online) – 45 points

**Attendance / Participation = Perfect 15 points
with 2 absences = 10 points**

Office Meeting to discuss Resume/Self-Assessment – REQUIRED, 5 points

Group Project & Presentation, Leadership Case Study – 45 points

3 Group Discussions – each worth 15 points: **Total 45 points**

- 1) Determine Leadership structure
- 2) mid-term Assessment
- 3) Adjournment

ALL assignments MUST be turned in on WebCT on time, I do NOT take any hard copy assignments, even for Group projects. Late assignments will always have points deducted and there will be a final cut-off date after which I will NOT accept an assignment. This information is available on WebCT -- So become familiar with it early. You can ask me or your classmates questions about the system and submitting material.

Class Participation - Active Questioning, Expounding, Sharing Examples, Participating online, will all be used to help determine grade. (< 90% attendance, I will deduct 10% of your grade). 15 Points are available for perfect attendance, participation and completion of ALL assignments. With 2 or fewer absences you may still earn 10 participation points.

Use WebCT. If a student does not have a Net ID, one can be obtained by visiting the account creation page. Use and participation in online learning will be used to determine grade.

Intro 5 + Scavenger Hunt 10 + Journal (2 x 7 = 14) + Final Paper 45 + Dis/Exams (3 x 5 = 15) + Midterm 45 + Final 45 + Office 5 + Group Project 45 + Group Postings (3 x 15 = 45) + Participation/Attendance 15 = 289 pts

Grading:

100-98 %	A+	89-86 %	B+	79-76 %	C+	69-66 %	D+	55 ↓ F
97-93 %	A	85-83 %	B	75-73 %	C	65-61 %	D	
92-90 %	A-	82-80 %	B-	72-70 %	C-	61-55 %	D-	

- ◆ Grades cannot be assigned because a student needs/wants a particular grade. If you desire the A, you will need to fulfill the conditions needed to earn an A.

Make-up Work and Extra Credit. After the completion of all assignments, you may want to do extra work to make-up absences, deducted points, or for extra-credit. See me / email me to discuss the possibility. Book reviews, case studies and/or Movies pertinent / relevant to Leadership are welcome as make-up. I will have a list online, which I designate as appropriate. If you have additional suggestions, you are welcome to submit them to me.

Class policies:

Your **attendance** is important at every class, as a participant, observer and co-creator of the learning experience and academic organization/community. As a courtesy, and in your own best interests, I would appreciate knowing at least one hour in advance that you will not be attending class. *This is especially true if you are giving a presentation or otherwise have a central role in class on any given day.* It is your responsibility to check with a classmate or to go online to WebCT to see what you missed and if there are any new assignments or changes in the schedule. There is really no difference between “excused” and “unexcused” absences. If someone else is responsible for your absence, it is not better or worse and I do not need documentation to prove the veracity of your assertions. Make-ups are possible, but talk to me early in the semester, if you know this will be an issue. See also NMSU’s policies on sports and other representative school presentations. If you know you are going to miss – YOU are responsible for working it out with me ahead of time, preferably in office hours.



Showing up is no more “optional” than it is at work or in your family. This is NOT a distance education course. You have to figure out how to organize your life so that you are present for it to happen. A large part of this class is based on interaction, the practical aspects of organization and leadership. We need “You” to help make that happen. I will take attendance at the beginning in order to learn names, but after that you, as a class, you will be

responsible for your attendance record. Anything less than 90% attendance will prompt a 10% grade drop.

Illness, emergencies and crises happen, but a lot can be planned, scheduled and communicated. If you are not prepared for presentations or handing in assignments, deductions from your grade will be made accordingly. You have a responsibility to me as an instructor, to your classmates, and to yourself. The same policy applies to all other distractions: tardiness, reading in class, classroom disruption and cell phones. The academic community is a civil community; common courtesy is expected and respected. You are responsible; if it is a problem I need to know why or it will be reflected in your grade for participation.

I regard the classroom as a learning community, shared among *adults*. We are learning to create community, respect diversity, and create a safe and free environment for sharing our experiences. Therefore, if you have more questions or issues about academic policy, free speech, non-discrimination, honesty or student responsibility please ask me or find the appropriate university resources or online general syllabus. I do read and spend a lot of time on the web – plagiarism and cheating will **not** be tolerated. This means YOU are responsible for citing sources according to APA 5th edition. Citing sources will be discussed in class.

Qualified students with disabilities and different learning needs who require appropriate academic adjustments should contact me as soon as possible to ensure your needs are met in a timely manner. Handouts are available in alternative accessible formats upon request. Appropriate services are available for qualified disabilities, and what you choose to share with me in this regard will be treated as confidential. Please let me know sooner rather than later if you have disabilities or need special consideration. This is both a legal issue of the University and an issue of personal responsibility.

Resources:

Classmates / Instructor(s) / C&J / Campus Library (get to know it) / WebCT / Internet

Web address	Good For
	Syllabus and all Coursework kept on line
http://www.nmsu.edu	Learn how to use the University Site for looking up questions on University policy, finding other resources, AND DOING RESEARCH
	Student Handbook and Policy
	Your own website resource / portal
	General Library Main Page
	Communication Resources
	Instructor’s own website with useful information and some computer tips.
http://www.stylewizard.com/apa/apawiz.html	Helps you create common types of APA citations
http://www.apa.org/journals/faq.html	Has frequently asked questions and helps

<http://www.despair.com/>

you formulate a reference list

The source of the ‘inspirational’ used
posters found on this syllabus

Course Outline/Schedule (subject to change / TBD):

Week 1: What is “Leadership” – Who is A “Leader”

Fri – 22 Aug, Instructor Introductions, Common Terms / Assumptions, Basics

Week 2: Introduction / Resources

Mon – 25 Aug - Syllabus Review and Discussion, last 10 min prepare Scavenger Hunt
Read: Intro / Chapt 1, Shriberg, Shriberg, & Kumari

Weds – 27 Aug – Scavenger Hunt (10 points available – 5 individual / 5 team)
Teams must Report in to classroom by 11:10 for full consideration.

Fri – 29 Aug, SH report backs / Class Introductions

Sun – 31 Online Introduction / Homepage due by midnight (post on WebCT – 5 pts)

Week 3: Delphi – Know Thyself

Mon – 1 Sept – NO CLASS, Labor DAY

Weds – 3 Sept – Discussion, Authority, Power, How do we choose “Leaders”?
Read: Chapt 3, Shriberg, Shriberg, & Kumari

Fri – 5 Sept – Speaker, Q&A

Sun – 7 Sept – WebCT discussion (5 pts), post your thoughts / feelings on leadership
within the classroom. How should we choose Team Leaders?

Week 4: Age & Authority, Ethics & Hierarchies

Mon – 8 Sept – Lecture / Discussion
Read: Chapt 2, Shriberg, Shriberg, & Kumari
Online Reading: Allen, “Age Matters”

Weds – 10 Sept – Choose Class Teams & Leaders.

Fri – 12 Sept – Speaker, Q&A

Sun – 14 Sept – JOURNAL (2 pts) – Who is going to be the focus of YOUR Leadership Study & Why ?

Week 5: The Psychology of Leadership

Mon – 15 Sept – Lecture
Read: Chapt 4&5, Shriberg, Shriberg, & Kumari

Weds – 17 Sept – Discussion and Practice Theory & Tests – What works (or doesn't)? In class and online exercises (5 pts)

Fri – 19 Sept – Speaker, Q&A

Sun – 21 Sept – JOURNAL (2 pts) – Using some of the 'tools' discussed this past week, how qualified are you or your subject to be a leader?

Week 6: Leadership of/from the Heart

Mon – 22 Sept – Lecture
Read: Chapt 7, Shriberg, Shriberg, & Kumari
ONLINE READING

Weds – 24 Sept – Exercise / Discussion

Fri – 26 Sept – Speaker, Q&A

Sun – 28 Sept – JOURNAL (2 pts) – What are some of the 'non-head' ways you (or your subject) practice Leadership

Week 7: Sports / Competition

Mon – 29 Sept – Lecture
Read: Chapt 10, Shriberg, Shriberg, & Kumari

Weds – 01 Oct – Discussion / Exercises

Fri – 03 Oct – Speaker, Q&A

Sun – 05 Oct – JOURNAL (2 pts) – When and how is competition effective in Leadership? When is it detrimental or destructive?

Week 8: Non-profits / Public Administration

Mon – 06 Oct – Lecture / Discussion
Read: Chapt 6, Shriberg, Shriberg, & Kumari
ONLINE READING

Weds – 08 Oct – Discussion / Exercises

Fri – 10 Oct – Speaker, Q&A

Sun – 12 Oct – JOURNAL (2 pts) – Looking at your own (or your subject's) leadership traits. What situation are you / they applying it to? What is most effective in your / their working environment

Week 9: Power / The Dispossessed

Mon – 13 Oct – Lecture / Discussion
Read: Le Guin – The Dispossessed

Weds – 15 Oct – Mid Term Exam (In Class)

Fri – 17 Oct – Speaker, Q&A

Sun – 19 Oct – JOURNAL – No Journal Due

Week 10: Political Leadership / Power

Mon – 20 Oct – Lecture / Discussion
Read: Chapt 8, Shriberg, Shriberg, & Kumari

Weds – 22 Oct – Discussion / Group Work

Fri – 24 Oct – Speaker, Q&A

Sun – 26 Oct – JOURNAL (2 pts) – Is all leadership political? Is power good or bad or both? Explain your attitudes.

Week 11: The Future of Leadership

Mon – 27 Oct – Lecture / Discussion
Read: Chapt 12

Weds – 29 Oct – Discussion / Group Work

Fri – 31 Oct – Speaker, Q&A

Sun – 2 Nov – JOURNAL (2 pts) – What questions do you have about your own or your subjects leadership qualities?

Week 12: Current Leadership Evaluations – Local / State / National & International

Mon – 3 Nov – Pre-Election Discussion
ONLINE READING

Weds – 5 Nov – Post-Election Discussion

Fri – 7 Nov – Working Day / Catch-Up

Sun – 9 Nov – JOURNAL (2 pts) – What difference does Local / State / National
Leadership make in your own attitudes toward Leadership.

Week 13: Leadership & Gender

Mon – 10 Nov – Movie Part I

Weds – 12 Nov – Movie Part II

Fri – 14 Nov – Movie/Gender Discussion

Sun – 16 Nov – JOURNAL (2 pts) – When and where and how is ‘bottom up’ leadership
appropriate. Is it ever not appropriate?

Week 14: Group Presentations

Mon – 17 Nov – 2 Groups Present

Weds – 19 Nov – 2 Groups Present

Fri – 21 Nov – 2 Groups Present

Sun – 23 Nov – No Journal Due

Week 15: Thanksgiving ! No Classes

Mon – Fri 24 Nov thru 28 Nov

Sun – 23 Nov – FINAL EXAM DUE by Midnight

Week 16: Final Presentations

Mon – 01 Dec – 2 Groups Present

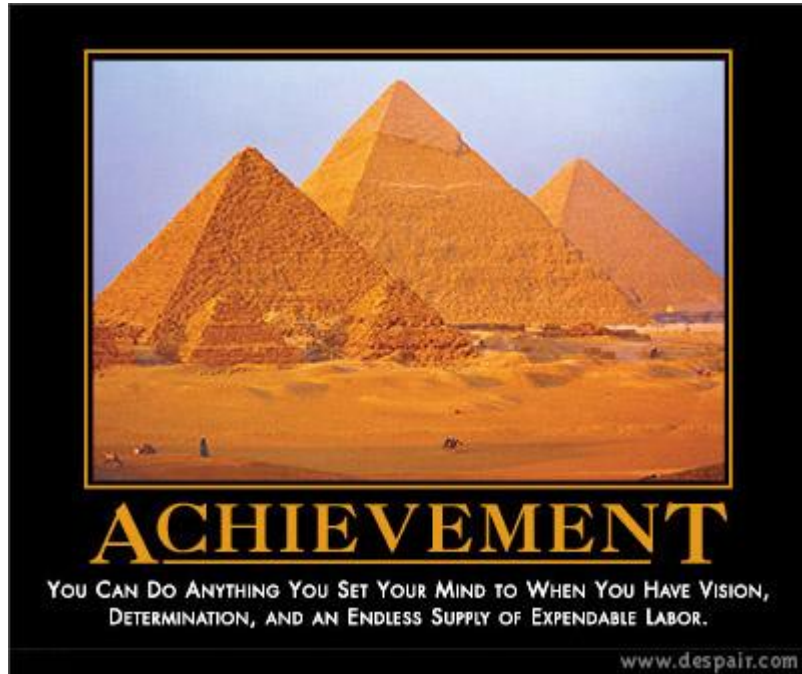
Weds – 03 Dec – 2 Groups Present

Fri – 05 Dec – 2 Groups Present

Sun – 07 Nov – No Journal Due

Exam Week – Adjournment

Final Reflexive Leadership Paper Due ! Final Group Adjournment Due



Survey – you may also use this as a basis for your introduction in class or online :
This is completely **voluntary**, you may answer as much or as little as you like. The results for the class, as a whole will be compiled, but I will not release individual information.

1. Name (optional):
2. Demographics – anything you want to share and find appropriate: (Age / race/ethnicity / Gender / Sexual Orientation / Relationship Status = family / Where are you from ?)
3. Year and/or Status at NMSU (Frosh, Soph, Junior, Senior, other)
4. Number of credits you are taking:
5. School or Dept. of Major/Minor:
6. Other Business or related classes you have taken or are taking:
7. Current work or internship:
8. Number of hours you work at paid / unpaid positions:
9. Other organizations / teams / groups you consider yourself to be a member of:
10. Expected Grade in this class:
11. YOUR current Definition of Leadership (use back of page, if necessary):
12. Any other attributes of Leadership you think are important:
13. Any other information, you think I should know (use back of page, if necessary):