Management 388.01G – Leadership & Society
MWF 9:30 to 10:20 pm, GU 200
Spring 2008

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LEARNING OBJECTIVES By the end of this course participants will be able to:

- Explain concepts and theories of leadership and integrate them in a socio-cultural context
- Specify the role and impact of leadership in organizations and societies
- Recognize the complex processes of leadership and how they affect effectiveness
- Critically reflect on their own leadership potential and find ways to engage in organizational and social change
- Develop some sensitivity towards cultural and ethical issues affecting global leadership

TEXTBOOK

- Nahavandi, A. (2006). *The art and science of leadership*. New Jersey: Pearson Prentice Hall.

TEACHING METHODS A variety of andragogical methods will be used to accommodate different learning styles. These methods will include: mini-lecture, role play, in class team activity, case analysis, discussions & debates, and videos.

COURSE REQUIREMENTS

- Participation & Attendance (80 points): You are required & highly encouraged to participate in class in team & or individual activities. Attendance is mandatory in all sessions unless you have a strong reason for absence. Any absence will require a make up assignment. Please, bear in mind that you have to be punctual in every class.
  It is the university policy that "Students making satisfactory progress in their classes will be excused from classes when they are representing New Mexico State University on a university sponsored event (e.g., ASNMSU President represents NMSU at legislative session, student-athletes competing in NMSU scheduled athletic events or education field trips and conferences). Authorized absences do not relieve the student of class responsibilities. Prior written notice of the authorized absence will be provided to the instructor by the sponsoring department."
- In Class Team and individual Activities & Assignments (200 Points): As a member of a team, you are expected to take part of class activities (Role plays, Case analyses, Debates, Discussions, Presentations, etc.). Your team as well as your individual performance will be taken into consideration. All assignments related to team & individual activities will be posted on WebCT. It is your responsibility to visit the course website & update yourself on posted assignments, documents, readings & grades. Two in-class assignments will be randomly selected to be graded.
- Leadership Journey Paper (100): Every student is expected to write a paper to reflect on their leadership self-assessments, their past experiences, present achievements and future dreams and aspirations. A level of depth in reflection, analysis and & visioning is required. Guidelines on this assignment will be provided
- Exams (200): You are expected to take the mid-term & the final exams
- Bonus Points: vary between 0 and 7. Students with perfect attendance, participation and exemplary behavior in class will be getting 7 points
- Respecting the deadlines for all your assignments and projects is very crucial. Any failure to hand your assignments in on due dates will result in at least 15% deduction of your grade.
- Make-up work, exams, and quizzes: students who are absent on university business or have plausible reasons for their absence will be allowed to make their assignments, and exams up.

Grading Criteria			
Items	**Points**	**Course Grade**	
Assignments & in class activities (2 @ 100 points each)	200	**Percent**	**Grade**
Exams (2)	200	90-100%	A
Leadership Journey Paper	100	80-89%	B
Participation & Attendance	80	70-79%	C
Bonus Points	7	60-69%	D
Total Points	**587**	Below 60%	F

- **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 Oct. 16. Moreover, it is the responsibility of the student to officially withdraw from this class if he or she intends to drop. No faculty or department head signatures are required to drop a class. Students may drop a class on the web only until the last day to drop (September 7, 2007). Courses dropped by September 7 do not appear on the student's transcript and there is no tuition charge.
- **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 (Please see the NMSU Student Handbook http://www.nmsu.edu/~vpss/SCOC/student_hand_book.html.)
- **Multiple Submissions**: it is not legitimate to submit in this class work that you have submitted in other courses.
- **Students with Disabilities**: If you have or believe you have a disability and would benefit from any accommodations, you may wish to self-identify by contacting the Services for Students with Disabilities (SSD) Office located in Garcia Annex (phone: 646-6840). If you have already registered, please make sure that your instructor receives a copy of the accommodation memorandum from SSD within the first two weeks of classes. It is your responsibility to inform either your instructor or SSD representative in a timely manner if services/accommodations provided are not meeting your needs.
  If you have a condition which may affect your ability to exit safely from the premises in an emergency or which may cause an emergency during class, you are encouraged to discuss any concerns with the instructor and/or Michael Armendariz, SSD Coordinator. Feel free to call Mr. Gerard Nevarez, Director of Institutional Equity and EEO/ADA Office at 646-3635 with any questions about the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially.

COURSE SCHEDULE

NB. This schedule might be modified according to the needs of the group as the course progresses.		
Session	**Topic**	**Reading & Assignments**
01/16/08	Breaking the ice, course syllabus, learning styles questionnaires (LSQ)	
01/18/08	Introduction: Definitions	Chapter 1 Exercise1.1: What is Leadership?
01/21/08	***Martin Luther King Holiday***	
01/23/08	Functions of leaders	Chapter 1 Exercise1.4: Understanding the leadership context
01/25/08	Role of leadership	Chapter 1 Exercise1.2: images of leadership Case Analysis: JetBlue
01/28/08	Cross-cultural models	Chapter 1 Exercise1.3: Narian Bridges
01/30/08	History of leadership	Chapter 2 Exercise 2.3: Leadership and gender

02/01/08	Current approaches	Chapter 2 – Class Discussion
02/04/08	Current Approaches	Chapter 2 Case Analysis: The caring dictator
02/08/08	Current Approaches	Exercise 2.2: The toy factory
02/11/08	Individual differences: Locus of Control, type A	Chapter 3 Self-assessment 3.1 to 3.7
02/13/08	Individual differences: MBTI, Self-monitoring, Mach	Case Analysis: IKEA
02/15/08	Individual differences	Exercise 3.1 : Your ideal organization
02/18/08	Understanding Power	Chapter 4 Self-assessment 4.1: views of power
02/20/08	Understanding Power	Chapter 4 Exercise 4.2 : Recognizing blocks to empowerment
02/22/08	Changing faces of power	Chapter 4 Case Analysis: Dick Grasso of NYSE
02/25/08	Changing faces of power	Guest Speaker
02/27/08	Contingency models: Fiedler	Chapter 5
02/29/08	Contingency models: Fiedler	Self-assessment 5.1: LPC
03/03/08	Contingency models: Fiedler	Exercise 5.1 :Changing the leader's sit con
03/05/08	Contingency models: the normative decision model	Exercise 5.2: using the normative decision model
03/07/08	Contingency models	Case Analysis: Mary Kay Ash and Bill Gates
03/10/08	Introduction to exchange and relationship development models	Chapter 6
03/12/08	Contingency models: Path goal, attributional model, LMX	Self-assessment 6.1: identifying your in-group/out-group
03/14/08	Contingency models: LMX and substitutes	Self-assessment 6.2: Leadership Substitutes
03/17/08	**Mid-term Exam**	
03/21/08	***Spring Holiday***	
03/24/08 - 03/28/08	***Spring Break***	
03/31/08	Participative Leadership	Chapter 7 Self- assessment 7.1: Delegation
04/02/08	Participative Leadership	Chapter 7 Exercise 7.1: To delegate or not to delegate
04/04/08	Teams and superleadership	Chapter 7
04/07/08	Change oriented leadership Concepts	Chapter 8
04/09/08	Change oriented leadership: Charismatic leadership	Chapter 8 Exercise 8.1 : Charismatic speech
04/11/08	Transformational Leadership	Chapter 8
04/14/08	Visionary leadership	Case Analysis: Andrea Jung of Avon
04/16/08	Strategic Leadership	Chapter 9
04/18/08	Strategic Leadership	Chapter 9 - Self-assessment 9.1 **Paper due**
04/21/08	Strategic Leadership	Chapter 9 - Case Analysis: A.G. Lafley of P&G
04/23/08	Strategic Leadership	Guest Speaker
04/25/08	Spiritual Leadership	Reading to be given
04/28/08	Spiritual Leadership and issues related to ethics and diversity	Class discussion
04/30/08	Synthesis	
05/02/08	***Exam Review***	
05/05/08 - 05/09/08	***Exam Week***	