

388.01G – LEADERSHIP AND SOCIETY

MWF 01:30-02:20PM, GU 101

Spring 2007

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We will be using WebCT. Activate your NMSU email account (address) at https://accounts.nmsu.edu/	

REQUIRED TEXT AND MATERIALS

- Howell, J. P., and Costley, D. L. 2005. Understanding behaviors for effective leadership (2nd edition). Upper Saddle River, NJ: Prentice Hall.
- I will provide additional readings during class.

COURSE OBJECTIVES

This course has the following objectives:

1. Make you aware of major 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

- Attendance (absenteeism and tardiness) 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.
- 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.
- Any unexcused absences or tardies will result in the forfeiture of all attendance bonus points & will detrimentally affect your participation/responsibility grade.
- 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.).
- 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. The bare minimum number of times you are expected to voluntarily display your willingness to practice your leadership skills by speaking out is three (3) - all on separate discussions and this will be judged as no better than a "C". If necessary, I will call on students (that are not volunteering) to answer questions in order to provide them a chance to earn the minimal C- grade.

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 are being 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.

- 5 bonus points: Extraordinary Perfect Attendance is worth 5 bonus points. This means you must have zero (0) absences and/or tardies—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 bonus points: If you do not have any unexcused absences/tardies, 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.
- 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 the readings, class discussions, assessments completed and group activities.

- The exams are worth 100 points each.
- The first project (Leader Interview) is worth 100 points for each group member.
- The second project (Film Paper) is worth 100 points.
- Attendance and participation are worth 50 points.
- 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 March 12, 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

- 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).
- 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. Write a 10-page (maximum) paper summarizing your findings and conclusions (100 points).
- The third project will be to write a 4-page (maximum) 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, as students are expected to be **thoroughly** prepared for **every** class.

COURSE OUTLINE - MGT 388.01

Week	Date	Topic	Reading Assignment/Assessment
1	1/19	Introduction What is this thing called leadership?	H: Chapter 1; Assessment: Evaluating Leadership Traits; Exercise: Leaders you have observed
2	1/ 22 1/24 1/26	Leader Behavior Contingency Models	H: Chapter 2; Exercise: Self-Assessment of Important Leader Behaviors; Case Discussion: Bobby Knight or Michael Eisner H: Chapter 3; Assessment: LPC Scale
3	1/29 1/31 2/2	Contingency Models Supportive Leader Behavior	H: Chapter 3; Exercise: Changing Situational Favorableness
4	2/5 2/7 2/9	Situational Dynamics of Supportive Leadership	H: Chapter 4; Assessment: Effective Listening Assessment: When are Supportive Behaviors Needed? Case: Don't Baby Them
5	2/12 2/14 2/16	Directive Leader Behavior	H: Chapter 5; Assessment: Providing Effective Performance Feedback Assessment: Diagnosing Situations for Directive Leadership
6	2/19 2/21 2/23	Situational Dynamics of Directive Leadership	Case : Francis Hesselbein
7	2/26 2/28 3/2	Participative Leader Behavior Situational Dynamics of Participative Leadership	H: Chapter 6; Assessment: Obtaining Effective Participation Assessment: Diagnosing Situations for Participative Leadership Case: A Supervisor's Problem Exam 1: 3/2
8	3/7 3/7 3/9	Leader Reward and Punishment Behaviors Situational Dynamics of Leader Reward & Punishment Behaviors	H: Chapter 7; Assessment: Using Reward & Punishment Behavior Case: Choosing the Appropriate Leadership Behaviors or Leadership in a Women's Prison

9	3/12 3/14 3/16	Charismatic Leader Behavior Situational Dynamics of Charismatic Leadership	H: Chapter 8; Assessment: Do You Have Charismatic Tendencies? Assessment: Diagnosing Situations for Charismatic Leadership Exercise: Analyzing Charismatic Leader Communication or What Does and Does Not Inspire? Film Paper Due: 3/12
	19-3	Spring break	
10	3/26 3/28 3/30	Boundary Spanning Team Leadership	H: Chapter 9; Assessment: Boundary Spanning Leadership Exercise: Boundary Spanning with the Boss H: Chapter 9; Case: Can the Conflict be Resolved or Henry Ford
11	4/2 4/4	Building Social Exchanges	H: Chapter 10; Exercise: Assessing Your Social Exchange Exam 2: 4/2
12	4/9 4/11 4/13	Fairness/Justice in Social Exchanges Followership	H: Chapter 10; Case: The Improvement Suggestion H: Chapter 11; Assessment: Effective Followership Behaviors or Case: Can Ralph's Followership be Improved Leadership Interview Paper due: 4/13
13	4/16 4/18 4/20	Leadership, Ethics & Diversity	H: Chapter 12; Assessment: Describing Leaders Case: Multiply Abuses Children: Exercise; Benefits of Multiculturalism
14	4/23 4/25 4/27	Leadership Development & Change	H: Chapter 13; Assessment: Assessing Your Emotional Intelligence at Work Assessment: How Often Do You Value These Things? Assessment: Interpersonal Skills Checklist Homework Assignment due: You, Fifteen Years From Now (4/27)
15	4/30 5/2 5/7	Integration; Cross-Cultural Leadership & Equifinality	H: Chapter 14; Case: Leadership in a Sexual Assault Recovery Center Final Exam: 5/7 01:00-03:00pm