

**New Mexico State University/College of Business**  
**MGT 388G Leadership & Society**  
**1:10-2:25 TTh BC 106**  
**Spring 2007**

Dr. Judith Y. Weisinger  
Send all routine class  
email correspondence  
through WebCT.

Office: BC 328 Phone (505) 646-  
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Office Hours: Before & After class  
& by appointment  
jweising@nmsu.edu

Teaching Assistant: [Maria Mendez Rodriguez](#). Maria will be handling attendance, homework and quiz grading and posting. You should email her through WebCt.

**Required Text:** Understanding Behaviors for Effective Leadership, Second Edition, by Jon P. Howell & Dan L. Costley (Pearson Prentice-Hall). In addition, a number of outside readings, cases & exercises will be required. **Method of Presentation:** Experiential exercises, mini-lectures, small & large group discussion, cases & films.

**Prerequisites:** This course can be used to fulfill the Viewing the Wider World general education requirements. See course catalog for specific criteria.

**OBJECTIVES:** The objectives of this course are twofold. First, we will investigate & review a wide variety of leadership concepts, theories and practices. Second, the role of leadership in a highly organized society such as ours is often misunderstood. This course will examine the role of leadership in an organized society in an attempt to better appreciate the important & essential contributions of leaders to modern society.

The **specific learning objectives** are to:

1. Increase understanding of micro & macro leadership behaviors and processes as they occur in society & in different organizational settings.
2. Increase ability to analyze the relationships between leadership & organizational effectiveness.
3. Increase ability to identify & solve problems related to leadership in a variety of organizations, both public & private..
4. Understand leadership across diverse groups & cultures.

**Teaching Philosophy & Approach:** This course uses a variety of approaches to maximize student learning. Most classes involve some mini-lectures as well as small/large group discussions. There are experiential exercises, as well as some films & other learning devices. These are not only designed to maximize learning, but also to stimulate student interest.

### **Academic Misconduct**

Honesty & effort are rewarded in this course. Therefore cheating in any form will be subject to the appropriate sanctions (a zero on the assignment, an F grade for the course, and/or may subject the student to further disciplinary action, including possible dismissal from their academic program or from the University). If you have any questions regarding what constitutes Academic

**Academic Misconduct** (excerpted directly from the NMSU Student Code of Conduct). Any student found guilty of academic misconduct shall be subject to disciplinary action. Academic misconduct includes, but is not limited to, the following actions:

- Cheating or knowingly assisting another student in committing an act of cheating or other forms of academic dishonesty;
- Plagiarism, is using another person's work without acknowledgment, making it appear

Misconduct, you should speak with the instructor, or consult the online Student Code of Conduct at

[http://www.nmsu.edu/Campus\\_Life/vpsa/public\\_html/SCOC/misconduct.html](http://www.nmsu.edu/Campus_Life/vpsa/public_html/SCOC/misconduct.html)

Students who engage in disruptive activities in an academic setting (e.g., classrooms, academic offices or academic buildings) are subject to disciplinary action in accordance with Section IV-Non Academic Misconduct-All Students. Such students are also subject to administrative actions in accordance with the NMSU Graduate & Undergraduate Catalogs.

**Plagiarism:** Many people are unclear as to the meaning of academic honesty, plagiarism, citation, and other such issues. In its most basic form, plagiarism is taking undue credit for the work of others by implying that it is your own.

Plagiarism is academic dishonesty, a form of poor scholarship, and may also involve legal difficulties such as copyright violation.

Plagiarism is not limited to the direct use of lengthy sections of another's words without proper citation and use of quotation marks. You can commit plagiarism by using another author's outline to present a body of knowledge if you don't cite the author. (Excerpted from Graduate Student Handbook, Management Department, NMSU) See other examples provided in the box on the right.

to be one's own. Any ideas, words, pictures, or other intellectual content taken from another source must be acknowledged in a citation that gives credit to the source. This is irrespective of the origin of the material, including the Internet, other students' work, unpublished materials, or oral sources. Intentional and unintentional instances of plagiarism are considered instances of academic misconduct. It is the responsibility of the student submitting the work in question to know, understand, and comply with this policy. If no citation is given, then borrowing any of the following\* would be an example of plagiarism:

- an idea or opinion, even when put into one's own words (paraphrase)
  - a few well-said words, if these are a unique insight
  - many words, even if one changes most of them
  - materials assembled by others, for instance quotes or a bibliography
  - an argument
  - a pattern of ideas
  - graphs, pictures, or other illustrations
  - facts
  - all or part of an existing paper or other resource
  - This list is not meant to include all possible examples of plagiarism See additional discussion in this section.
- Unauthorized possession of examinations, reserve library materials, laboratory materials, or other course-related materials;
  - Unauthorized changing of grades on an examination, in an instructor's grade book, or on a grade report; or unauthorized access to academic computer records;
  - Nondisclosure or misrepresentation in filling out applications or other University records in, or for, academic departments or colleges.
  - Students who engage in disruptive activities in an academic setting (e.g., classrooms, academic offices or academic buildings) are subject to disciplinary action in accordance with Section IV-Non Academic Misconduct-All Students. Such students are also subject to administrative actions in accordance with the NMSU Graduate and Undergraduate Catalogs.

## Expectations of Students in This Course

The syllabus is a contract of sorts. It outlines what I expect of students as well as what students can expect of me in my course. It is not to be cast aside without serious consideration. **Read it FULLY** and understand the terms of your participation in this course. Some expectations that students should give particular attention to are noted in the following sections.

### Classroom Etiquette

- I do not allow the use of cellphones, pagers, or any other electronic devices in the classroom, including laptop computers. These items should be turned off & put away before the start of class. If you need to use them, please wait until class is over.
- I expect all students to:
  - o Respect the opinion of others
  - o Listen actively
  - o Participate actively
- Attend class regularly & to come to class on time

### Preparation for Class

Students are expected to have **READ** the assigned material, and completed any assignments, for the date due. **READING** means reading the material, taking notes, and trying to learn it.

You **NEED TO HAVE THE TEXTBOOK** for this course, or access to one, in order to successfully complete this course.

This is not a “lecture” course where I talk all of the time and you sit in the audience to be entertained (or not). This is a **PARTICIPATIVE** class, and I expect that each and every student in this course will participate, either voluntarily or by selection. While class participation is not explicitly graded as a component of your final grade, I will track student participation in the course in order to address borderline final grades at the end of the course. I will take into account your attendance, your completion of assignments, your professionalism (are you always late for class? do you disrupt the class by talking while others are talking? etc.), and the quality (not simply the quantity) of your contributions to class discussions.

### Absences

All students miss class from time to time, and as college students, you take responsibility for your attendance decisions. But you should know that I do track attendance as part of your participation in the course. I will allow two “free” absences for the term. Otherwise, unless you have an excused absence (a legitimate doctor’s note with a clear name and contact number, a departmental letter, etc.), your absences will not be excused. In any case, if you are absent, it is your responsibility to catch up with what you missed, but do not ask me to re-teach the class to you simply because you missed it. As stated earlier, participation throughout the term can positively affect your final grade if it is a borderline grade.

**Students who accumulate more than four unexcused absences will be asked to meet with the instructor to consider whether they need to withdraw from the course.**

**You do not need to call me if you will be absent. You simply need to bring the appropriate documentation to the next class.**

### Make-Ups

Missed quizzes cannot be made up, except for the syllabus quiz. You will be able to drop your lowest quiz score, and the remaining 10 will constitute your quiz score. I also typically allow for a bonus point quiz near the end of the term, which can replace a missed quiz. (If you miss only one quiz, you will receive a 0 on that one, and that is the grade that will be dropped.)

Students who miss an exam will be allowed to make up the exam **ONLY** if they have a legitimate excused absence. **Make-up exams must be completed within a week after class took the exam.** Again, only students with legitimate, excused absences will be given make-up exams. All **make-up exams** (for excused absences only) **must be taken within a week** of the date the missed exam.

### Handouts and Class Materials

Occasionally, I will provide handouts in class. If you missed one, it will likely be posted on WebCT, or you can come to my office hours or stop by.

### Class Topic Coverage

We will not be covering everything from the book in class. However, you will be responsible for knowing the material in the text when you come to class. I will provide a study topic list for exams, and where possible, I will make every effort to provide you with sample questions to study for exams. **Please note that anything we cover in class may show up on quizzes and exams.** Thus, reading the text is important as well as being in class and taking notes.

### Homework Assignments

Homework assignments will be graded on a  $\sqrt{-}/\sqrt{/}\sqrt{+}$  basis, and as mentioned earlier, are included as part of "participation" in deciding borderline final grades. Late homework assignments will not be graded, as we usually cover these in class on the due date. Homework assignments should be typed and handed in at the beginning of class, unless otherwise noted.

### WebCt

WebCt will be used to complement the course. We will not be using WebCT heavily, but I will use it to post any powerpoint slides I use, handouts, and other materials of interest. I do not post my lecture "notes". Students are expected to take their own notes in this class. I will also post announcements on WebCT, often via email, so students are expected to check WebCT a few times a week. Also, **any email correspondence you send to me MUST be sent through WebCt.** (I will not respond to email that is not sent through WebCt unless the matter is urgent and needs my immediate attention.) .

You must have an NMSU ID and password login to WebCt. If you do not have these, please refer to the homepage for WebCt, <http://salsa.nmsu.edu> for further instructions on how to obtain them. Be aware that there may be a 72 hour delay between the time of your request and your the time you will be able to get into WebCt (due to particular database functions which need to be carried out). But typically, these come through sooner.

### Instructor's Notes:

>Exams will cover chapter materials as well as materials discussed in class, including films, exercises & guest speakers.

> **If you come in late to class** due to a circumstance beyond your control, please do so **quietly** and sit near the door. If class has already started, please do not walk in front of the class or in front of other students. If you must leave early, inform the instructor at the beginning of the class and sit near the door. These guidelines should help minimize interruptions. They will be facilitated if students who come to class on time (and do not need to leave early) will leave the few seats nearest the door unoccupied.

> **Please, no eating** in the classroom. Beverages are ok.

> Generally speaking, you will not need to bring your textbook to class, but **you should have read, taken notes and prepared for the discussion, and completed any textbook assignments before class.**

> **Please WAIT until class is dismissed before you gather up your things and to leave.**

**Occasionally, we do some work in small groups during class. When we break up into small groups for discussion, you are to remain on task. This is not a signal for you to leave the room.**

Grading	
Item	Points
1 <sup>st</sup> Exam	100
2 <sup>nd</sup> Exam	100
3 <sup>rd</sup> Exam	100
Weekly Quizzes ( 10 @ 10pts ea. )	100
Mini-Presentation	100
<b>Total</b>	<b>500</b>
<b>Any Grading Disputes on assignments must be brought to my attention immediately after receiving the graded assignment. Grading changes will not be entertaining after the next class session has passed.</b>	

Grades:  
A= 450 points & above\  
B= 400-449 points  
C= 350-399  
D=300- 349  
F= 299 & below

**To receive an S grade, you must earn a C or better, 70% of 500 points.**

### Leadership Mini-Presentation

Student pairs will be required to make a short (10 minute) presentation to the class on some aspect of leadership and turn in a brief summary (2 pages max, double-spaced) of their work. These short papers require some library research as well as critical thinking & evaluation. There are two primary foci to the project: (1) to select a topic & a focal leader, and find 4 substantive articles about that person as a leader, and (2) to do a short presentation and a written summary applying the course topic to your focal leader. Additional guidelines will be provided by the instructor, but briefly:

- The **topic must be approved** by the instructor.
- The library research will involve **finding articles on your focal leader**. The articles you select should provide you with some good information about that person's leadership. (You may also include a book in your research, but make sure that you and your partner read through the book, or relevant chapters.) You will also need to make sure you have some information on their background (where and when they grew up, their education & training, etc.)
- The presentation will focus on showing your understanding of **how to apply course concepts to your focal leader's leadership**. For example, if you select charismatic leadership, in your presentation, you will be conveying whether or not your focal leader fits what the text says is charismatic leadership, and why or why not.
- You must have either powerpoint slides or transparencies (or any other visual aid you would like to use), but you must have a copy to hand in. These brief presentations should employ no more than three overheads or slides, and will be scheduled for 10 minutes exactly. **Each person in the pair must present**, and I would expect the time to be equally divided between the partners.
- There can be no more than three presentations on the same topic.

- You will be provided with additional guidelines and an evaluation form separately to see how the presentations will be graded. But to review, you will be handing in both a short paper and a copy of your presentation on your presentation date.
- These presentations will be done throughout the term, beginning by the 5<sup>th</sup> week of the term. A sign-up sheet will be available for you to select a topic. I will then assign presentation dates. The presentations will be scheduled to fit with the topics on the syllabus as much as possible.

**Note on the General Education requirement:** A "viewing the wider world" course should be structured in a manner that encourages students to explore, reflect, question & discuss the major topics of interest. This course is designed to encourage class discussion, student participation & time-based activities. Class attendance is therefore important. Students are also expected to read the assigned material & come to class prepared to discuss or lead discussion of specified topics.

**Disabilities/Employee Relations:** 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. 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.

**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 (see schedule for date). Requests for "I" grades should be made to the instructor, but must be approved by the Management Department Head. **Incomplete grades will only be given if a student has a passing grade at mid-semester.**

<b>PRELIMINARY COURSE SCHEDULE &amp; READING ASSIGNMENTS</b> (subject to change depending upon course progress)		
<b>Date</b>	<b>Chapter</b>	<b>Subject</b>
Jan 18 (Th)	<b>1</b>	<b>Course Introduction</b> review syllabus & project
Jan 23 (T)	<b>1</b>	<b>Quiz 1: Syllabus</b> <b>Basic Leadership Concepts &amp; Issues</b>
Jan 25 (Th)	<b>2</b>	<b>Quiz 2: Leadership Behaviors &amp; Processes</b> <b>H/W Due: Chapter Case Incident, Bobby Knight: Basketball Coach</b>
Jan 30 (T) (Last day to drop/add a course)	<b>3</b>	<b>Quiz 3: Contingency Models of Leadership</b> <b>H/W Due: Chapter Case Incident, Tough Assignment</b>

		**Finalize presentation topics**
<b>Feb 1 (Th)</b>		Contingency Models of Leadership (cont'd) Guest Speaker (TBA)
Feb 6 (T)	<b>4</b>	<b>Quiz 4: Supportive Leadership Behaviors</b> <b>H/W Due: Chapter Case Incident, A Lack of Self Confidence (note that this is the 2<sup>nd</sup> incident)</b>
Feb 8 (Th)		<b>EXAM 1:</b> Chapters 1, 2, 3, 4 & class material
Feb 13 (T)		Mini- Presentations
Feb 15 (Th)		Mini-Presentations
Feb 20 (T)	<b>5</b>	<b>Quiz 5: Directive Leadership Behaviors</b> <b>H/W Due: Chapter Case Incident, Frances Hesselbein</b>
Feb 22 (Th)	<b>6</b>	<b>Quiz 6: Participative Leadership Behavior</b> <b>H/W Due: Chapter Case Incident, A Supervisor's Problem</b>
Feb 27 (T)	<b>7</b>	<b>Quiz 7: Leader Reward and Punishment Behaviors</b> <b>H/W Due: Chapter Case Incident, Choosing the Appropriate Leadership Behaviors</b>
Mar 1 (Th)	<b>8</b>	<b>Quiz 8: Charismatic Leadership</b> Guest Speaker -TBA
<b>Mar 6 (T)</b>		<b>Exam 2: Chapters 5, 6, 7, 8 &amp; class material</b>
Mar 8 (Th) (Monday, March 12, last day to drop course with a grade of W)		Mini-Presentations
Mar 13		Mini-Presentations

(T)		
Mar 15 (Th)	<b>9</b>	<b>Quiz 9: Boundary Spanning &amp; Team Leadership</b>
<b>Mar 19- 23</b>		<b>SPRING BREAK</b>
Mar 27 (T)	<b>9</b>	<b>Boundary Spanning &amp; Team Leadership, cont'd</b> In Class Exercise: TBA
Mar 29 (Th)	<b>10</b>	<b>Quiz 10: Building Social Exchange &amp; Fairness</b>  <b>H/W Due: Chapter Case Incident, The Improvement Suggestion</b>
Apr 3 (T)	<b>11</b>	<b>Quiz 11: Followership</b> Guest Speaker: TBA
Apr 5 (Th)	<b>12</b>	<b>Leadership Ethics &amp; Diversity</b> Guest Speaker: TBA or <b>H/W Due: Ch. 12 Experiential Exercise, Benefits of Multiculturalism</b>
Apr 10 (T)	<b>13</b>	<b>Leadership Development &amp; Organizational Change</b>  <b>H/W Due: Chapter Experiential Exercise, Your Learning Journal</b>
Apr 12 (Th)		<b>Exam 3: Chapters 9, 10, 11, 12, 13</b>
Apr 17 (T)		In Class Exercise: TBA
Apr 19 (Th) (Fri, Apr 20 is last day to withdraw from the University)		Mini-Presentations
Apr		Mini-Presentations

24 (T)		
Apr 26 (Th)		Mini-Presentations
May 1 (T)	<b>14</b>	<b>Integration &amp; Conclusions: Course Summary</b> <i>Complete course evaluations on WebCT this week</i>
May 3 (Th)		Mini-Presentations
<b>Exam Week: May 7 – 11<sup>th</sup></b>		Mini-Presentations (Note: Please check posted final exam schedules online for day/time)
<i>Final Grades Due:</i>		<i>May 15 (T)</i>