

MGT 453.02 LEADERSHIP AND MOTIVATION

Fall 2007

(runs August 22 through December 14)

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REQUIRED TEXT:

- **Leadership. Enhancing the lessons of experience.** 5th Ed., by R.L. Hughes., R.C. Ginnett, G.J. Curphy. Publisher McGraw Hill Irwin. ISBN: 0-07-288120-8.
- The text will be necessary from the first week of class. If you have not received your book yet, contact the instructor as soon as possible.

COURSE OBJECTIVES:

The goal of this course is to help the students develop an understanding of the leadership process that enhances their capacity to become effective leaders and effective followers. Learning objectives include:

- Learn the different theories in leadership and motivation to better understand the complexity of the leadership process.
 - Learn what traits and behaviors are usually found in effective leaders.
 - Consider what contextual factors affect the leadership processes.
- Develop the necessary self-awareness that allows the students to grow as more effective leaders and followers.
 - Be able to apply the concepts and theories studied in real-life situations.
 - Learn own and others' motivation patterns and leadership styles.

USE OF WEBCT:

- All email communication with the instructor will need to be directed through WebCT
- Access WebCT through the following web site: <https://salsa.nmsu.edu/>. If you do not have a WebCT account (password and id), you will need to create one in the same web site.
- The syllabus, tentative schedule, and other materials for the course will also be available through WebCT.

CLASSROOM EXPECTATIONS:

In order for a class to be a good learning environment, a participative climate is very beneficial. In such a climate, students feel the freedom to express their opinions and challenge the class material as well as their own knowledge. However, a climate that fosters learning is importantly based on the instructor and students' respectful and professional behavior.

The following behaviors are expected in the class both from the students and the instructor:

- Be punctual to the class and attend class regularly.
- If, for circumstances beyond your control, you come in late to class, please do so quietly and try not to disturb the class.
- If you need to leave early, please inform the instructor before the start of the class and sit near the door to avoid interrupting it when you leave.
- Turn off (or put in "silence" mode) cell phones, pagers, laptops or any other electronic devices in the classroom.
- Come prepared, ready to participate in discussion.
- During class discussion, listen actively to others' opinions and be respectful to those exposing their opinions.
- Maintain a professional attitude in the class and focus your participation on the topic under discussion.
- Avoid using the class time for other purposes, such as reading the newspaper, reading other type of material, studying for other classes, surfing the web, etc.

PREPARATION FOR THE CLASS:

- Students are expected to read the assigned material ahead of the class and be ready to participate on it.
- Reading the material implies not only reading but also highlighting, summarizing, or writing schemas (studying the material as you think it is more effective).

COURSE DESIGN:

GRADING CRITERIA	
Assignments	Points
13 individual quizzes (@ 10 points each)	130
12 cases (@ 10 points each)	120
Group Presentation	100
Midterm	100
Final	100
Total	550

GRADE	%
A	90%-100%
B	80%-89%
C	70%-79%
D	60%-69%
F	<60%

- Students' attendance and class participation will be recorded and it will be considered in deciding borderline grades.
- Grade disputes must be brought to the instructor's attention immediately after receiving the grade assigned. Grading changes will not be considered if requested a week after the grade was assigned or later.

Syllabus Quiz

- A syllabus quiz will be administered through WebCT and all students in the class are required to take it.
- The quiz will be open until August 27th.
- This quiz is an open book quiz and the students will have unlimited opportunities to take it before the deadline.

Chapter Quizzes

- The purpose of the chapter quizzes is to test the students' basic understanding of the assigned reading for the week.
- Every Monday there will be a quiz scheduled that will cover the chapter assigned for that same week. The quiz will contain 10 multiple choice questions.
- Students will have 10 minutes to complete the quiz.
- The lowest score of the 13 quizzes scheduled will be substituted by the score of the syllabus quiz.

Group Cases

- The purpose of the cases is to test students' critical thinking skills and capacity to apply the concepts and theories introduced in the class in a realistic context.
- Students will form groups of 4 people to work on the mini-case assigned each week (the same groups will be used for the final group project).
- Each group will need to turn in a typed MS Word document with the group responses to the case at the beginning of the class on that week's Friday.
- Hand-written documents will not be graded.
- Late turn-ins will not be accepted.

Midterm and Final Exams

- The Midterm for the class is scheduled on October 10th during the regular class time.
- The Final exam is scheduled for December 14th, from 1PM to 3PM in the course's usual lecture room.

Group Presentation

- The purpose of the final group project is to test the students' ability to apply the concepts and theories of the course to study a world leader in his or her context.
- Students will work on their groups (4 people or less) to prepare a presentation for the class about a leader of a foreign country.
- Two presentations will take place each Wednesday throughout the semester.
- During the week of September 10th all student groups will need to turn in a page with three possible leaders of one (or several) foreign countries in order of preference. The most preferred leader will be assigned to that group so long as it has not been previously chosen by another group in the class. The date for presentation will also be scheduled that day.
- The presentation slides must be turned in to the instructor the Friday before the scheduled presentation.

MAKE-UPS

- The midterm and final exams make-ups can **ONLY** be allowed if the student has a legitimate and documented excused absence (e.g.: a legitimate doctor's letter, department letter, etc.).
- The student is responsible for contacting the instructor and providing the necessary documentation.
- The make-up must be scheduled within a week after the missed exam.
- Chapter quizzes cannot be made-up. However, the syllabus quiz grade will be used to replace the lowest grade in the quizzes (a zero in the case of a missed quiz).

STUDENTS WITH DISSABILITIES:

Disabilities /Employee Relations: 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.

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. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop.

ACADEMIC MISCONDUCT

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

http://www.nmsu.edu/Campus_Life/vpsa/public_html/SCOC/misconduct.html.

The following information has been extracted from the Student Code of Conduct:

Academic Misconduct- Any student found guilty of academic misconduct shall be subject to disciplinary action. Academic misconduct includes, but is not limited to, the following actions:

1. Cheating or knowingly assisting another student in committing an act of cheating or other forms of academic dishonesty;
2. Plagiarism, which includes, but is not necessarily limited to, submitting examinations, themes, reports, drawings, laboratory notes, undocumented quotations, computer-processed materials, or other material as one's own work when such work has been prepared by another person or copied from another person;
3. Unauthorized possession of examinations, reserve library materials, laboratory materials, or other course-related materials;
4. 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;
5. Nondisclosure or misrepresentation in filling out applications or other University records in, or for, academic departments or colleges.

**TENTATIVE SCHEDULE & IMPORTANT DATES
MGT453.01 FALL 2007**

Week and Topic	Assignments Due, and Important Dates
<p>AUG 22, 24</p> <p style="text-align: right;">Syllabus What is leadership?</p>	<p>READING: Syllabus.</p> <p>SYLLABUS QUIZ: Will cover the syllabus and tentative schedule. This quiz must be taken in WebCT. <u>Due August 24.</u></p>
<p>AUG 27, 29, 31</p> <p>The great man's approach to leadership vs. everybody's leadership.</p>	<p>READING DUE: Chapter 1</p> <p>QUIZ 1: Will cover Chapter 1. <u>August 27</u></p> <p>CASE 1: "Richard Branson Shoots for the Moon." P. 20. <u>Due August 31.</u></p> <p style="text-align: center;"><i>AUGUST 31 IS THE LAST DAY TO ADD A COURSE</i></p>
<p>SEP 3, 5, 7</p> <p>Leadership as interaction between leader, followers and situation.</p>	<p>READING DUE: Chapter 2</p> <p>QUIZ 2: Will cover Chapter 2. <u>September 3</u></p> <p>CASE 2: "Can Disney Save Disney?" P. 44. <u>Due September 7.</u></p> <p style="text-align: center;"><i>SEPTEMBER 3 IS LABOR DAY HOLIDAY</i></p>
<p>SEP 10, 12, 14</p> <p>Leadership development</p>	<p>READING DUE: Chapter 3</p> <p>QUIZ 3: Will cover Chapter 3. <u>September 10</u></p> <p>CASE 3: "Developing Leaders at UPS." P. 70. <u>Due September 14.</u></p>
<p>SEP 17, 19, 21</p> <p>Leadership assessment</p>	<p>READING DUE: Chapter 4</p> <p>QUIZ 4: Will cover Chapter 4. <u>September 17</u></p> <p>CASE 4: "McDonald's Strategies for Success." P. 103. <u>Due September 21.</u></p>
<p>SEP 24, 26, 28</p> <p>Power and influence</p>	<p>READING DUE: Chapter 5</p> <p>QUIZ 5: Will cover Chapter 5. <u>September 24</u></p> <p>CASE 5: "The Prime Minister's Powerful Better Half." P. 130. <u>Due September 28.</u></p>
<p>OCT 1, 3, 5</p> <p>Leadership and values</p>	<p>READING DUE: Chapter 6</p> <p>QUIZ 6: Will cover Chapter 6. <u>October 1</u></p> <p>CASE 6: "Balancing Priorities at the Clif Bar." P. 156. <u>Due October 5.</u></p>
<p>OCT 8, 10, 12</p> <p>Leadership traits</p>	<p>READING DUE: Chapter 7</p> <p>QUIZ 7: Will cover Chapter 7. <u>October 8</u></p> <p>MIDTERM EXAM: Will cover Chapters 1 to 7. <u>October 10</u></p>
<p>OCT 15, 17, 19</p> <p>Leadership behavior</p>	<p>READING DUE: Chapter 8</p> <p>QUIZ 8: Will cover Chapter 8. <u>October 15</u></p> <p>CASE 7: "Paying attention Pays Off for Andra Rush." P. 237. <u>Due Oct 19.</u></p> <p style="text-align: center;"><i>OCTOBER 16 IS THE LAST DAY TO DROP WITH "W"</i></p>

<p>OCT 29, 31, & NOV 2</p> <p>Motivation, satisfaction, and performance.</p>	<p>READING DUE: Chapter 9</p> <p>QUIZ 9: Will cover Chapter 9. <u>October 29</u></p> <p>CASE 8: “Initech versus The Coffee Bean.” P. 290. <u>Due November 2.</u></p>
<p>NOV 5, 7, 9</p> <p>Team leadership.</p>	<p>READING DUE: Chapter 10</p> <p>QUIZ 10: Will cover Chapter 10. <u>November 5</u></p> <p>CASE 9: “Integrating Teams at Hernandez & Associates.” P. 325. <u>Due November 9.</u></p>
<p>NOV 12, 14, 16</p> <p>Characteristics of the situation.</p>	<p>READING DUE: Chapter 11</p> <p>QUIZ 11: Will cover Chapter 11. <u>November 12</u></p> <p>CASE 10: “Innovation at IKEA.” P. 359. <u>Due November 16.</u></p> <p><i>NOVEMBER 16 IS THE LAST DAY TO WITHDRAW FROM UNIVERSITY</i></p>
<p>NOV 19 to 23</p>	<p><i>NOV 19 TO 13 IS THANKSGIVING HOLIDAY</i></p>
<p>NOV 26, 28, 30</p> <p>Contingency Leadership Theories.</p>	<p>READING DUE: Chapter 12</p> <p>QUIZ 12: Will cover Chapter 12. <u>November 26</u></p> <p>CASE 11: “Big Changes for a Small Hospital.” P. 387. <u>Due November 30.</u></p>
<p>DEC 3, 5, 7</p> <p>Leadership and change.</p>	<p>READING DUE: Chapter 13</p> <p>QUIZ 13: Will cover Chapter 13. <u>December 3</u></p> <p>CASE 12: “Keeping Up with Bill Gates.” P. 429. <u>Due December 7.</u></p>
<p>DEC 10, 12, 14</p>	<p>FINAL EXAM: Will cover Chapters 8 to 13. <u>December 14, from 1 to 3PM in BC102.</u></p> <p><i>EXAM WEEK</i></p> <p><i>DECEMBER 14 IS THE LAST DAY OF CLASSES</i></p>