

# Leadership & Motivation

MGT 453 / IE 453

Spring 2009

TR 11:45 – 1:00

Guthrie Hall Room 103

Course Syllabus

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## Instructor Information:

Steven M. Elias, Ph.D.

Office: 215 Guthrie

Phone: 646-7642

Email: selias@nmsu.edu

Office hours: Tuesday & Thursday 2:00 – 3:00 or by appointment

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## Required Textbook:

Howell, J.P., & Costley, D.L. (2006). *Understanding behaviors for effective leadership* (2nd ed.)

Typically, additional readings will be provided each week either in class or through WebCT

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## Course Objectives:

- There are two main objectives associated with this class:
  1. To study, in depth, a wide variety of leadership & motivation concepts, practices, & theories.
  2. To introduce students to research that provides an in-depth analysis of selected topics in leadership and motivation.

## Learning Objectives:

- The learning objectives associated with this class are to increase ability to:
  1. Understand leadership & motivation processes as they occur in organizations.
  2. Identify various theories of leadership.
  3. Analyze relationships between organizational power, authority, and leadership style.
  4. Identify effective leadership & motivation.

To properly understand issues related to leadership and motivation, it is necessary to go beyond mere “textbook” knowledge and instead delve into fundamental issues on a more practical level. Thus, this course will include classroom lectures, but will also require students to participate in a variety of in-class activities, *especially* case discussions. However, *students are responsible for all of the materials presented in the assigned readings.*

## Attendance:

For learning to take place in a course such as this one, it is critical that students attend the course regularly. In-class activities are (surprise...surprise) completed in-class and there is no appropriate way for a student to “make up” such activities when missed. Thus, unless there is a

documented reason (see next paragraph), there will be no make-up opportunities for in-class work.

### **Exams:**

There will be four exams during the semester. Each exam will be worth 25% of your final grade. **DO NOT MISS THE EXAMS!** If you do need to miss an exam for a documented reason (e.g., university related business, TDY, severe illness, etc.), you **must** notify me **prior** to the exam (phone, voicemail, or email) or you will earn a **zero** for that exam. An optional cumulative final exam will be given immediately following exam 4. You may opt to take this exam and have it replace your lowest exam taken during the semester.

### **Video Cases & Additional Readings:**

In class, we will watch and discuss numerous video cases of prominent leaders discussing issues of relevance to multiple leadership & motivation topics. Likewise, we will read and discuss several additional reading throughout the semester. While participation in these discussions will not directly impact your grade, your grade will indirectly be impacted in that the material discussed will be addressed on your exams.

### **Evaluation:**

Exam 1 (February 5<sup>th</sup>) – 25%

Exam 2 (March 5<sup>th</sup>) – 25%

Exam 3 (April 9<sup>th</sup>) – 25%

Exam 4 (TBA) – 25%

Optional Cumulative Final (Immediately following Exam 4) – 25%

- The optional final will replace your lowest exam during the semester

### **Final Grades:**

90% to 100% = A

80% to 89% = B

70% to 79% = C

60% to 69% = D

Below 60% = F

Be aware: Any grade ending in .5 will automatically be rounded up (e.g., 89.5 = A; 89.4 = B).

Given this policy, along with the optional cumulative final, please do not ask for extra credit opportunities. Extra credit **may** be made available during the semester.

### **WebCT:**

Please make sure you are properly enrolled at the WebCT homepage <https://salsa.nmsu.edu/>.

This course will use WebCT for the posting of a limited amount of information relevant to this class. Again, WebCT is a *supplemental* tool for this course. This is not an online class. The majority of information covered in this class (e.g., lecture notes) will not be posted on WebCT.

### **Students With Disabilities:**

If you have (or believe you have) a disability and would benefit from classroom accommodation(s), contact the Services for Students with Disabilities (SSD) at Corbett Center,

Room 244 (Phone 646-6840; TTY 646-1918). All medical info is treated confidentially. Do not wait until you receive a failing grade. Retroactive accommodations cannot be considered. Information, instructions & forms from the Services for Students with Disabilities Office are online at <http://www.nmsu.edu/~ssd/index.html>.

**Academic Misconduct:**

Students should familiarize themselves with the NMSU Student Code of Conduct (Section 2 of the NMSU Student Handbook). Any violation of the Student Code of Conduct (e.g., plagiarism, cheating, etc.) will result in the student receiving a grade of “F” in this course. If you do not have a Student Handbook, this information is available at the following web address: <http://www.nmsu.edu/~vpsa/SCOC/intro.html>.

If you are unsure of whether or not your work would be considered plagiarism, please visit the following web address: <http://lib.nmsu.edu/plagiarism/>.

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<b>Tentative Schedule</b>
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January 15 - February 3	<i>Chapter 1</i> – Leadership & Its Importance
	<i>Chapter 2</i> – Leadership Behaviors & Processes
	<i>Chapter 3</i> – Contingency Models of Leadership

**February 5 – Exam 1**

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February 10 - March 3	<i>Chapter 4</i> – Supportive Leadership Behavior
	<i>Chapter 5</i> – Directive Leadership Behavior
	<i>Chapter 6</i> – Participative Leadership Behavior

**March 5 – Exam 2**

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March 10 - April 7	<i>Chapter 7</i> – Leader Reward & Punishment Behaviors
	<i>Chapter 8</i> – Charismatic Leadership Behavior
	<i>Chapter 10</i> – Building Social Exchanges & Fairness

*(Week of March 23 – Spring Break)*

**April 9 – Exam 3**

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April 14 -  
April 30

*Chapter 11* – Followership

*Chapter 12* – Leadership Ethics & Diversity

*Chapter 13* – Leadership Development & Organizational Change

**Week of May 4 – Exam 4 & Optional Cumulative Final (Exact date/time TBA)**

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