

**MGT 388V.02 Leadership & Society
Fall 2009**

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Office Hours: TTh 10:30-11:30, 4:00-5:00 & by appointment

2 papers required

REQUIRED TEXTS

- Practicing Leadership, Principles and Applications, Shriberg, 3rd ed., 2005.
- In addition, a number of outside readings & in-class exercises are required.
- Workbook (50 pages) can be printed at <http://business.nmsu.edu/mgt/handout/jl/388wkbk/index.pdf>

OBJECTIVES: The objectives of this course are twofold. First, we will investigate & review a wide variety of leadership concepts, practices & theories. 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:

- Increase understanding of micro & macro leadership processes as they occur in society & in different organizational settings.
- Increase ability to analyze the relationships between leadership & organizational effectiveness.
- Increase ability to identify & solve problems related to leadership in a variety of organizations, both public & private.
- Increase ability to design & implement effective leadership systems.
- Develop specific leadership skills related to different situations & career objectives.
- Understand leadership across diverse groups & cultures.

Grading			
Item	Points		
1st Exam	200		
2nd Exam	200		
3rd Exam	200		
Papers	300		To receive an S grade you must earn a C or better, or 70% of 950 points.
Class Participation	50		
Total	950		

Instructor's Philosophy: A "viewing the wider world" course should be structured in a manner which 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.

- **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 14. 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.
- **Disabilities/Employee Relations:** Call the Director of Institutional Equity at 575.646.3635 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 575.646.6840 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.

Detailed Topic Outline

- I. Introduction to Leadership
 - a. Definition/Concepts of Leadership
 - i. Macro approaches
 - ii. Micro approaches
 - b. Leadership Effectiveness
 - i. Measurement
 - ii. Criteria for effectiveness
 - c. Overview of Major Research Approaches
 - i. Power-influence approach
 - ii. Trait approach
 - iii. Behavior approach
 - iv. Situational approach
- II. History of Leadership Thought: A Macro View
 - a. The Evaluation of Leadership Thought
 - i. The "Great Man" theory
 - ii. Ancient thought
 - iii. The Medieval Period
 - iv. 18th & 19th century ideas
 - v. 20th century thought
 - b. Modern "Macro" Views of Leadership
- III. Leadership in Society: A Multi-Cultural/Diverse Group Perspective
 - a. Women & Leadership
 - b. Minorities & Leadership
 - i. Black experiences
 - ii. Other minorities
 - c. Leadership in Different Cultures
 - i. Culture, country & attributes of leadership
 - ii. The importance & pace of internationalization
 - iii. Differences in leadership across cultures
 - iv. Leadership in global organizations

- IV. Leadership in Organizations: A Micro Perspective
 - a. Sources of Power & Influence
 - b. Effective Leadership Behavior
 - c. Situational Determinants of Leader Behavior
 - d. Organization Policies & Culture
 - e. Charismatic & Transformational
 - f. Leadership in Groups
 - V. Leadership Exercises
 - VI. Text Readings - Times are approximate & will be identified in class.
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Paper Assignments. Each student is required to prepare & submit a series of short papers on leadership. These papers require library research as well as critical thinking & evaluation. Three short papers will be required. The following are the specific requirements for the papers:
Topics will be assigned in class.

1. Length: 2 to 3 pages.
2. Typewritten.
3. Focus: the focus of each paper will be on the relationship between a specific concept & the leadership process.
4. Students will be required to evaluate the relationships described in item 4 (above) relative to some field or area within which leadership is practiced.
5. Items 1 through 3 will be discussed in class. If you have any questions please ask them during that class period.