

# Leadership & Motivation

## MGT 453 / IE 453

Fall 2009

TR 10:20 – 11:35

Course Syllabus

### Instructor Information:

Steven M. Elias, Ph.D.

Office: 215 Guthrie

Phone: 646-7642

Email: selias@nmsu.edu

Office hours: Tuesday & Thursday 1:00 – 2:00 or by appointment

### Required Textbooks:

1. Northouse, P.G. (2007). *Leadership: Theory and Practice* (4th ed.). Thousand Oaks, CA: Sage.
2. Rowe, W.G. (2007). *Cases in Leadership*. Thousand Oaks, CA: Sage.

On occasion, additional readings will be provided either in class or through Blackboard

### 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 three exams during the semester. **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. If you miss an exam for an undocumented reason, no make-up exam will be provided and you will earn a **zero** for that exam. An optional cumulative final exam will be given immediately following exam 3. You may opt to take this exam and have it replace your lowest exam taken during the semester.

**Cases, Video Cases & Additional Readings:**

Every Thursday (excluding days of exams), we will discuss cases and video cases addressing issues of relevance to multiple leadership & motivation topics. Likewise, we will likely read and discuss several additional readings throughout the semester. Participation in these Thursday discussions will directly impact your grade, so it is imperative that you arrive to class prepared. To aid in this preparation, you will be responsible for turning in **typed** answers to discussion questions I will provide to the class. These answers will always be due at the beginning of the class during which a case is to be discussed.

**Evaluation:**

Three exams at 40 points each	= 120 points
Fourteen cases at 5 points each	= 70 points
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Total points possible	= 190 points

(\*An optional cumulative final exam can be taken to replace your lowest exam score during the semester)

**Final Grades:**

- 171 points and above = A
- 152 points – 170 points = B
- 133 points – 151 points = C
- 114 points – 132 points = D
- Below 114 points = F

**Blackboard:**

This course will use Blackboard for the posting of a limited amount of information relevant to this class. Blackboard can be accessed by visiting <https://learn.nmsu.edu>. Again, Blackboard 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 Blackboard.

**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. This is a *zero tolerance* policy. 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/>.

### **Withdrawals:**

It is the responsibility of the student to know important dates such as University drop dates. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop.

### **Incompletes (“I” Grades)**

The grade of “I” is 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.

<b>Tentative Schedule</b>
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“Chapter” corresponds to Northouse text

“Case” corresponds to Rowe text

8/20	Introductions, Discussion of Class Format, and Syllabus
8/25	<i>Chapter 1 – Introduction</i>
8/27	<i>Case: AmeriChem, Inc.</i>
9/1	<i>Chapter 2 – Trait Approach</i>
9/3	<i>Case: Vista-Sci Health Care, Inc.</i>
9/8	<i>Chapter 3 – Skills Approach</i>
9/10	<i>Case: Consulting for George Lancia</i>
9/15	<i>Chapter 4 – Style Approach</i>
9/17	<i>Case: Healthcare Equipment Corporation – Managing in Korea</i>

9/22 *Chapter 5 – Situational Approach*  
9/24 *Case: Brookfield Properties: Crisis Leadership Following September 11, 2001*  
(No case discussion due to exam)

### **September 24 – Exam 1**

9/29 *Chapter 6 – Contingency Theory*  
10/1 *Case: A Difficult Hiring Decision at Central Bank*

10/6 *Chapter 7 – Path-Goal Theory*  
10/8 *Case: Blinds To Go: Staffing a Retail Expansion*

10/13 *Chapter 8 – Leader-Member Exchange Theory (LMX)*  
10/15 *Case: Moez Kassam: Consulting Intern*

10/20 *Chapter 9 – Transformational Leadership*  
10/22 *Case: Mayor Rudolph Giuliani, Knight of the British Empire*

10/27 *Chapter 10 – Team Leadership*  
10/29 *Case: The 1996 Everest Tragedy (No case discussion due to exam)*

### **October 29th – Exam 2**

11/3 *Chapter 11 – Psychodynamic Approach*  
11/5 *To Be Determined*

11/10 *Chapter 12 – Women and Leadership*  
11/12 *Case: Anita Jairam at Metropole Services*

11/17 *Chapter 13 – Culture and Leadership*  
11/19 *Case: Intel in China*

11/24 No Class – Thanksgiving Break

11/26 No Class – Thanksgiving Break

12/1 *Chapter 14 – Leadership Ethics*  
12/3 *Case: The Price of Speaking Out Against the Betrayal of Public Trust: Joanna Gualtieri*

### **December 10th – Exam 3 & Optional Cumulative Final (10:30 – 12:30)**