REQUIRED TEXTS
- 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

<table>
<thead>
<tr>
<th>Item</th>
<th>Points</th>
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<tbody>
<tr>
<td>1st Exam</td>
<td>200</td>
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<td>2nd Exam</td>
<td>200</td>
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<tr>
<td>3rd Exam</td>
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<tr>
<td>Papers</td>
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<tr>
<td>Class Participation</td>
<td>50</td>
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<td>Total</td>
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To receive an S grade you must earn a C or better, or 70% of 950 points.

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 **March 12**. 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. Please visit this link for more information [http://lib.nmsu.edu/plagiarism/](http://lib.nmsu.edu/plagiarism/)

- **Disabilities/Employee Relations**: Feel free to call the Student Accessibility Services (SAS) Office at 575-646-6840 or email at sas@nmsu.edu with any questions you may have on student issues related to the Americans with Disabilities Act (ADA and/or Section 504 of the Rehabilitation Act). Students requesting accommodations and/or services relating to a disability may seek assistance from the SAS Office located in Corbett Center, Room 244. All medical information will be treated confidentially. If you have already registered, please make sure that your instructor receives a copy of the accommodation memorandum from SAS within the first two weeks of classes. It is your responsibility to inform either your instructor or a SAS representative in a timely manner if services/accommodations provided are not meeting your needs.

- Questions regarding NMSU's Non-discrimination Policy and discrimination complaints should be referred to Gerard Nevarez, Office of Institutional Equity, 575-646-3635.

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### 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.

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.

Academic Survival Kit
The Undergraduate Committee has identified writing, presentation and critical thinking skills as areas where student learning outcomes need improvement. To assist students, an Academic Survival Kit with resources on writing and presentation skills is available on the College web page at http://business.nmsu.edu/students/survival-kit/