WARNING! WARNING! WARNING! This Instructor is passionate about the subject matter and about the business of learning.

TRANSLATION: TO DO WELL IN THIS CLASS YOU MUST ALSO BE PASSIONATE ABOUT LEARNING

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Ofc: GU 300I

OFFICE HOURS: TTH: 7:30 – 8:30 a.m., 1:00 – 2:00 p.m.
Dr. “C” By appointment & whenever you can catch me.

REQUIRED TEXTS AND MATERIALS: Practicing Leadership, 4th ed. Shriberg & Shriberg
Class Handouts

COURSE 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 and implement effective leadership systems.
- Develop specific leadership skills related to different situations & career objectives.
- Understand leadership across diverse groups & cultures.

COURSE GOALS
WORK HARD!          HAVE FUN!          LEARN A LOT!

PREREQUISITES

- You must each possess a willingness to put forth the effort necessary to do well in this course. If you are unwilling or unable to do so, please feel free to take the course at another time when you are more willing or able to do your part.

PROGRAM NOTE TO VIEWING THE WIDER WORLD STUDENTS

The Viewing a Wider World requirement now allows students to take one such course in their own college as long as the course is not offered by their major department or cross-listed with a course offered by their major department. Students may take two VWW courses in a college other than their own if they are graduating under a catalog earlier than 2012-2013. An alternative way to satisfy one VWW course requirement is through a study abroad program. (For details see the 2011-2012 Undergraduate Catalog, pp.17-18.)

PROGRAM NOTE TO MANAGEMENT STUDENTS

MGT 449 (formerly BUSA 421) is the capstone course for undergraduate business degrees and is taken after a student has successfully completed the following prerequisites: BCIS 338 or BICS 350, BLAW 316, FIN 341, MGT 309, MKTG 303 and either MGT 344 or MGT 470 or BCIS 485. Failing to plan your course work to take courses in the required sequence will result in a delay in your graduation. Some of the MGT 449 prerequisites themselves have prerequisites. If you are completing MATH 121 or statistics in fall 2012, you will not be eligible to take FIN 341 until spring 2013 at the earliest and will not be eligible to take MGT 449 until at least summer or fall 2013.

COURSE REQUIREMENTS

Attendance:

I allow four excused absences/tardies/leaving without penalty to your grade. Any unexcused absences/tardies/leaving will negatively impact your grade. Attendance (absenteeism and tardiness) is an important part of your overall performance in a job. It is also an important part of this class. This class begins at 8:55 a.m. sharp-- Not at 8:55:01 a.m. I suggest you plan to arrive early rather than risk being late. Clock of record is MY WATCH -- not your watch, or the radio, or your blackberry, phone, I-pod, or the clock in a different building, room, etc.

Anyone entering the classroom after 8:55 p.m. a.m. is tardy. Whether or not the tardiness is excused depends on whether or not you planned to be late. The same principle applies to leaving before the class period ends. Please use the bathroom before class begins. This class is only 1 hr and 15 min. long. Arriving late, leaving early, and walking in and out of classroom is disruptive to other students and to the Professor, and out of the class is disruptive and will be reflected on your participation/responsibility grade. Please use the facilities, get your water, and turn off your cell phones BEFORE class begins.

Unexcused absences or tardies will result in the forfeiture of all attendance bonus points, and will detrimentally affect your participation/responsibility grade. Students who enter the classroom late, or leave early (for any reason) tend to interrupt the lectures, class exercises, and general train of thought for other students and/or the instructor. Therefore, please avoid doing so. If you must be late or leave early, do so in as unobtrusive a manner as possible (e.g., sit near the door, do not ask the Instructor to repeat information during class time, and DO NOT ask other students to ‘what did I miss’,‘what are we doing’ etc.). Doing so is disruptive to the students around you and interrupts their learning.

Excused absences: You have notified me ahead of time that you will be late/absent/leaving early. This is one way you can behaviorally demonstrate your grasp of planning ahead and taking responsibility – both very important aspects of managerial success. If you let me and your group (when applicable) know of
absences/lateness ahead of time - you have planned. If you provide a reason "after-the-fact," -- it is an excuse. I do not take excuses. The only unplanned absence/tardy that will be forgiven counted as excused even though you have not notified me ahead of time are documented hospitalization, or proof of a death in the immediate family). Immediate family includes mother, father, siblings, and children. It does not include aunts, uncles, grandparents, cousins, or best friends.

Understandably, circumstances (job & family matters, athletic obligations, etc.) may cause you to miss class. However, much learning takes place in the classroom. Therefore, students are limited to four excused absences/abbreviated attendances throughout the semester --without a negative impact on your grade. More than four missed classes or abbreviated attendances (even when excused) will negatively affect your participation/responsibility grade.

I strongly recommend that you attend all classes for the following worthwhile reasons.

1). To establish good habits that will carry over into your job.
2). Walking in late, leaving early is disruptive to the class and to the instructor.
3). A significant portion of the qwests/exams is derived directly from material presented in the lecture that is not in the text. Therefore, attendance is crucial for doing well.
4). Because experiential (concrete) learning is more effective than book reading.
5). This class draws on the experiences of students as a teaching resource. You cannot learn from others, nor contribute your own unique views and experiences if you are not present.
6). To earn bonus points and/or silly but fun prizes.
7). To enhance your participation/responsibility grade
8). So that you can get the assignments and notes handed out in class without having to come to my office.
9). All homework must be turned in before class starts. Once class starts I will not accept late homework FOR ANY REASON, unless it was prearranged with the instructor.
10). Quizzes/Qwests are timed and if you arrive late you are still held to the end time.
11). You may not make up a missed test or qwest unless doing so was prearranged with the instructor.
12). You may not join a group test if you arrive late.
13). You may not make up a missed group test unless doing so was prearranged with the instructor.
14). To earn bonus points
15). You are a mature, responsible adult who wants value for your money

**Homework:**

Homework can take many forms. Excused absences excuse you (the body) NOT ANY WORK THAT IS DUE. Failure to turn in assignments on time will result in a loss of participation/responsibility points, and a zero on the assignment. Similarly, an excused absence does not excuse you from obtaining handouts and assignments that you may have missed. It is your responsibility to find out what you missed and to make arrangements to obtain any handouts, make-up work, exams, quizzes, etc.

When excused, you may be required to make up a missed class discussion as determined by the Professor (me). This can take many forms – depending on what you missed (paper, presentation, etc.). If you are excused, you must either fax, e-mail, or have someone deliver your work. All work is due at the beginning of class. Therefore, if your work arrives late to class, I will not accept your homework even if you (the body) are excused from class.

**Written English DOES COUNT** and can negatively impact your grade. All written assignments are to be typed and double-spaced. All references are to be properly documented (including your textbook and lectures).

**Exams/Quizzes/Qwests – any type of assessment or test.**

If you are excused from class during an exam/quiz/qwest, I will develop a “special” exam/quiz/qwest for you to take before the next class period. Makeup tests will not include bonus point opportunities. Makeup
assessments will be more difficult as the student has more time to prepare for them. If you are not in class when one is given, you will receive a zero on that test, unless you were excused ahead of time.

If you enter class late and we have begun an assessment – you will only have the remaining time to work on the test. You will not be given extra time.

If excused, you must make up the Test before the start of the next class period. exams/Quizzes/qwests must be made up by 8:15 a.m. of the next class period. See examples in the Note below.

If you are late to class when the group test is given – you will be required to take the test by yourself and will only have whatever time is remaining to do so. If you are absent when a group test is given, you will receive a zero for that test, unless you have prearranged the absence and a makeup exam with the instructor. Any missed group exams must necessarily be taken individually.

NOTE: We will have 13 quizzes throughout the semester. Ten of them will count.

MISSED QUIZZES CAN NOT BE MADE UP, they become one of the three that do not count.

Test questions will come from reading assignments, lectures, and student presentations.

NOTE: Assessments that you are allowed to make up (when prearranged) must be COMPLETED before 8:15 a.m. on the day of the next class meeting. Examples: If you prearrange to be excused on a Tuesday, you must make up the assessment before 8:15 a.m. on Thursday. If you are excused on a Thursday, you must make up the assessment before 8:15 a.m. on Tuesday. This is necessary so that we can have classroom discussions about the assessment after everyone completes the assessment.

Class Participation/responsibility:

Class participation or in class discussion is a significant part of your grade. Each student is expected to be an active participant and to give meaningful comments, examples, questions, etc. Your grade on class participation is something you earn via consistent, daily contributions to class discussions. You should make a conscientious effort to attend all classes and always be prepared to contribute to class discussions. Merely coming to class is necessary but not sufficient to earn a good participation grade. The bare minimum number of times you are expected to voluntarily display your analytical skills by speaking out is 8 (all on separate discussions) and this will be judged as no better than a C-. If necessary, I will call on students (that are not volunteering) to answer questions in order to provide them a chance to earn the minimal D grade.

Merely speaking is necessary but not sufficient for earning a good participation grade. Contributions must have substance. I will actively seek volunteers. The opinion(s) of all class members is important to the learning process.

Your responsibility grade is determined by your behaviors. As stated before I expect you to demonstrate your ability to act responsibly. Behaviors assessed include, meeting deadlines, doing assigned work, taking proactive actions, class participation, respect for the values of others, being a responsible team member, risk taking, sleeping in class (as determined by closed eyes), doing other work in class, using electronic devices of any kind, talking during lectures or presentations, responding with clickers, etc.

Warning: You must not make negative or disparaging comments about anyone else’s views/beliefs/opinions. Nor can you become argumentative or disrespectful by over-talking others, interrupting, or cracking jokes at inappropriate times or of an inappropriate nature. You cannot become negative in the classroom by complaining about the course, topics, instructor(s), tests, or any other elements of the course. You cannot use class time to argue a personal problem such as test questions or viewpoint. The instructor is more than willing to meet with you outside of classes to discuss issues of an individual nature. Such behaviors will negatively impact your grade. If a student persists in any of the above behaviors after they are warned to stop, s/he can be removed from the classroom, the course, and/or the college of business.
NOTE: Personal Electronic devices are not allowed in the classroom. If I see them, it will Negatively impact your grade. If I see them during a Qwest, you will be reported for academic dishonesty which can lead to an “F” grade in the class and withdrawal from the college of business.

Students are encouraged to step outside of their comfort zones, to willingly make mistakes in front of others, and to creatively apply learned concepts.

Hints: I will often ask for opinions or examples (to which there are not necessarily right or wrong answers) – be ready to share your view.

As you read – take notes. Hi-lite what you found interesting in the reading(s) and/or what you have questions on.

Do not use personal electronic devices, read newspapers or other books, do not do homework (for any class) during class time. In other words – be attentive.

Be ready to volunteer for exercises.

Class Photographs: I will be taking your photograph. Doing so:

- Allows me to get to know each of you by your first or nick names
- Assures you and I that the correct participation/responsibility grade is assigned to the right person.
- Aids in my ability to write letters of recommendation for jobs, scholarships, graduate schools, etc.
- should you ask for one. I have had students call me up to 5 years later for reference letters – hoping that I remember them.
- Photos will only be used in-class for first or nick name identification
- No last names, ID no’s, etc. will be attached to the photographs
- Photos are kept in my personal files only and will not be shown to anyone else.

Discrimination or Sexual Harassment Issues:

NMSU policy prohibits discrimination on the basis of age, ancestry, color, disability, gender identity, genetic information, national origin, race, religion, retaliation, serious medical condition, sex, sexual orientation, spousal affiliation and protected veterans status. Furthermore, Title IX prohibits sex discrimination to include sexual misconduct, sexual violence, sexual harassment and retaliation. For more information on discrimination issues, Title IX or NMSU’s complaint process contact:

Gerard Nevarez or Agustin Diaz
Office of Institutional Equity (OIE) – O’Loughlin House
Phone: 646-3635 Email: equity@nmsu.edu
Website: www.nmsu.edu/~eeo

Academic Dishonesty

Any suspected dishonesty (e.g., strained eyeballs) will result in the student taking a different exam under controlled conditions.
Other forms of academic dishonesty, commonly referred to as “cheating,” are subject to the same sanctions as plagiarism. Cheating includes copying the work of others on exams or other graded activities, use of unauthorized materials in completing exams or other graded activities (i.e., “cheat sheets”, unauthorized notes, electronic devices, books, etc.), assisting others to engage in such activities, unauthorized possession of exams prior to their administration, and so forth.

NOTE: Individual’s allowing or helping others cheat are also cheating and are subject to the same sanctions as the person turning in the work. This includes using someone else’s clicker or allowing someone else to use your clicker. **DO NOT ALLOW OTHERS TO READ YOUR WORK** before it is turned in. Whether a student intended to cheat or not, if someone plagiarizes your work – you will both be charged with academic misconduct.

In our program an act of academic misconduct, at a minimum, will lead to an F in the course in which the action occurs. It is more likely that a student will be immediately dismissed from the program.

**ANY** use of electronic devices is automatically considered cheating. Using a ‘clicker’ other than your own is considered cheating. Sharing Homework papers is cheating. Plagiarism is cheating. In all cases, you will receive an “F” grade in the class and your name will be submitted for judicial action.

Plagiarism Defined:

As college students, you are expected to adhere to the highest standards of academic conduct. Any violation of policies and standards in this realm is grounds for discipline, including immediate dismissal from the college and/or university.

Many people are unclear as to the meaning of academic plagiarism, citation, and other such issues. In its most basic form, plagiarism is taking undue credit for the work of others by implying that it is your own. Plagiarism is academic dishonesty, a form of poor scholarship, and may also involve legal difficulties such as copyright violation.

When standards of conduct are breached by violations such as plagiarism, cheating, non-disclosure or misrepresentation of academic credentials, fabrication of data, or other forms of academic misconduct, the procedures will take effect (see also NMSU Student Code of Conduct & Guidelines for Preparing research papers, thesis or dissertations). The following standards apply:

1. It is academically dishonest
   a. & often illegal, to present someone else’s ideas or writing as your own. Even short phrases or parts of sentences obtained from other sources need to be documented (i.e., with citations, footnotes or end notes, or a reference listing).
   b. to submit your own previously written work for a current assignment.
   c. to submit the same written work for more than one class without previous knowledge & permission of the instructors.
   d. to add your name as a contributor to a paper that you did not help develop (write, research, statistical analysis, etc.). I will not give you credit as a contributor on a paper if your name is not typed on the submission. I will only credit those names that are typed.

2. Upon request, you must produce your sources & preliminary work (notes, rough drafts, etc.) used to prepare written assignments.

3. Plagiarism of any kind constitutes grounds for failing a course & being terminated from the program and/or university.

4. Plagiarism is not limited to the direct use of lengthy sections of another’s words without proper citation and use of quotation marks. You can commit plagiarism by using another author’s outline to present a body of knowledge if you don’t cite the author’s structuring system. If you write an outline that essentially follows someone else’s published work, you must cite the source for that outline or structure or plagiarism can be inferred.
5. The most egregious form of plagiarism is to copy, verbatim, large amounts of another’s written work, without citation or use of quotation marks. However, paraphrasing by changing a few words is not enough to warrant your claim of authorship, and is also plagiarism. Plagiarism occurs if you substantially rewrite a document, but fail to credit the source for underlying concepts and ideas. Submitting as your own work a paper which someone else wrote for you, whether done by them for pay or as a favor, is also an egregious form of plagiarism.

6. Academic misconduct can also apply to misusing your own previous work. Submitting a paper in a class as original, when it was actually written for and submitted in another class, is academic misconduct. When you write multiple papers on a similar topic, do not re-use sections like literature reviews, even though the source is your own work. An original work is just exactly that, original. This extends to the publication process; your work can only be presented once at a professional meeting, can only be published in one journal, and should never be submitted to more than one conference or journal at the same time. However, guidelines differ across conference disciplines; please check with your advisor before submitting papers.

7. Authorship is also related to questions of academic integrity. As an author, you are responsible for the integrity of your work. Claim authorship only when you are certain that your co-authors uphold the same standards outlined in this policy.

When in doubt, consult academic sources such as the Publication Manual of the American Psychological Association, the Modern Languages Association, and other academic sources. Err in the direction of giving too much credit for the work of others, not of giving too little credit. You can also seek the advice of your course professor, academic advisor, or other faculty. And, always remember that “unintentional” plagiarism is still plagiarism.

Academic writing tends toward much higher standards against plagiarism than typically found in other aspects of life; as a scholar, you are responsible for setting your personal standards as high as possible. Within academe, plagiarism is universally abhorred, and can easily lead to dismissal, or later in your career, can lead to dismissal from a job and become a block to securing a future job. Academic misconduct will not be taken lightly.

In the Management Department at NMSU, we define plagiarism as any act that claims authorship or credit for any form of creative input to a written or presentation work that uses the words, ideas, organization, underlying concepts, or other features of another author’s work, without proper citation and credit being given to the author(s), as well as any sharing of work, or covering for another student (clickers, attendance, simulation scores, etc.). Plagiarism includes rewriting your own work without permission to use it in another class and/or on more than one paper within the course.

Groups:
I will assign group members. If the majority of group members agree to do so, you can fire a group member who must then work on their own. You may also choose to work on your own for any given group assignment (presentation, homeworks, comprehensive exam).

Group Presentations:
Each group will present. Presentations should be approximately 15 minutes (25 minutes maximum – including exercises). Creativity in presentations is encouraged. Groups may present and/or “act out” the information. You may involve the class in your presentation. Use your imagination. To encourage you, 15 bonus points will be awarded to members of the team giving the “best” presentation as determined by the class.

Presentation groups must provide me with an outline of their presentation including all exercises, videos, etc., one class period before their presentation.

Presentation groups must provide me with three multiple-choice test questions on the day of the presentation.
Presentation groups must turn in a 2-3 page, typed & double spaced research paper on the day of the presentation. Use Times New Roman 12 pt. font and one inch margins. The subject will be chosen by the groups members and will be the same subject as the presentation. The research paper is worth 60 points assigned by the Instructor.

Presentations are worth 100 points. Performance appraisals by team members within groups are worth 50 points and will be incorporated into the participation/responsibility grade.

- The grade for the presentations is assigned as follows:
  50 points by class members
  50 points by the instructor
- Performance appraisals are assigned by group members and will be incorporated into the participation/responsibility grade to provide anonymity and therefore honesty.
- Student groups can and sometimes should fire a non-productive group member. **If you are fired from a group you will be required to do an individual presentation, and will take the comprehensive exam alone.**
- Students have the right to leave an assigned group if they are willing to do the presentation alone and to take the comprehensive exam alone.
  - Firing procedure. At least two group members must bring the complaint to the instructor. The instructor will draw up a contract between the group member and other team members. Failure to perform up to the contract will be grounds for firing that team member.
  - A scoring sheet showing presentation grade categories is forthcoming.
- Presentation dress is **business attire or costume.**

**Classroom appeals about course work:**
Any classroom appeals regarding failure to turn in work on time, or complete a qwest/test/assignment correctly, or regarding an assignment grade must be presented to the instructor within two class sessions of the occurrence. Remember that you have two class sessions to make an appeal. After that, I will not consider any excuses—including University excused absences.

**Formal appeals addressing final course grades:**
Please see page 23 of the 2012-13 catalog. Appeals must be submitted within 30 days of the start of the semester following the assignment of the grade. The appeal must be submitted in writing to the faculty member and the faculty member must respond in writing; if not satisfied, the student may appeal to the department head, the associate dean and then the dean. If you deny an appeal, please make sure that the student knows what the next step in the process is. Procedures for grade appeals are on page 20, under academic appeals, in the 2007-08 catalog. Be aware that there are deadlines for appealing grades.

**Students with Disabilities:**
If you have, or believe you have, a disability and would benefit from any accommodation(s), Please see Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) which covers issues relating to disability and accommodations. If a student has questions or needs an accommodation in the classroom (all medical information is treated confidentially), contact:

Trudy Luken
Student Accessibility Services (SAS) – Corbett Center, Room 244
Phone: 646-6840 Email: sas@nmsu.edu
Website: www.nmsu.edu/~ssd/

**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.

**Extra Credit/Bonus Points**

Bonus points are not negotiable. These points are **not** needed to do well in this class. They are being used to encourage specific behaviors, as motivation for those that wish to excel, and as “just in case” points. The nature of the points is such that they must be planned for. You do not have any bonus points.

Earn them now, “just in case” you need them later. **You cannot make up bonus points. If you are not present when they are given, you forfeit your chance at those bonus points.** Bonus points are directed at extraordinary behaviors and are not an entitlement. You do not have any bonus points at this time. It requires a behavior to earn the bonus points.

DO NOT COME TO ME AT THE END OF THE SEMESTER AND ASK TO DO EXTRA CREDIT. TAKE ADVANTAGE OF THE OPPORTUNITIES AS THEY ARE PRESENTED.

15 bonus points best group presentation (as determined by the class).

5 bonus points for highest score in any category of presentation scores. **Note,** you can not get both best presentation bonus points and individual category bonus points.

15 bonus points: Extraordinary Perfect Attendance is worth 15 bonus points. This means you must have zero (0) absences and/or tardies — **for any reason. You cannot miss even one second of class time.** It is normal (not extraordinary) to miss class for a variety of planned reasons (e.g., home, work, family obligations, athletics, being in another class, job interviews, etc.).

10 bonus points: If you do not have more than one excused absence/tardy, leaving class, etc. and no unexcused absences/tardies, leaving, etc.

**Note:** adding the class late is an excused absence. Not showing up for the first class (when you are on the class roster) is an unexcused absence. Excused absences are limited to four occurrences throughout the semester.

5 bonus points: If you do not have more than two excused absences/tardies, leaving class, etc. and no unexcused absences/tardies/leaving class, etc.

**NOTE:** The first time you have an unexcused absence/tardy/leaving class etc., you forfeit the chance to earn any attendance bonus points.

? **Determined at Instructor discretion.** Spontaneous bonus point opportunities will be offered during the semester. Only those students present have a chance to earn them. **Bonus points cannot be made up even when the absence was excused.**

**Grade Distribution**

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<tr>
<th>Component</th>
<th>Points</th>
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<tbody>
<tr>
<td>Individual Quests</td>
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<tr>
<td>Group Presentations</td>
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<tr>
<td>Research Paper</td>
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<td>Student Performance Appraisals</td>
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<td>Class participation/Responsibility</td>
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<td>Group Mid Term Exam</td>
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<td>Group Comprehensive Exam</td>
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<td><strong>Total</strong></td>
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GRADES (1,000 point maximum)

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<th>C+</th>
<th>D+</th>
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<td>629.6 - 669.5</td>
<td>599.6 - 629.5</td>
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**NOTE:** AT THIS POINT EACH STUDENT HAS ZERO (0) POINTS – I DO NOT TAKE POINTS AWAY – RATHER YOU EARN THEM. THE POINTS TRANSLATE INTO GRADES – THE GRADES THAT **YOU** EARN. DESIRE AND NEEDS ARE NOT CRITERIA FOR GRADING.

**LET’S GO FOR IT!**

**Tentative Schedule – Mgt. 388V.M01, Spring 2014**

1/27/2014

<table>
<thead>
<tr>
<th>Date</th>
<th>Readings due</th>
<th>Assign. Due</th>
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</thead>
<tbody>
<tr>
<td>TH – 1/16</td>
<td>Syllabus</td>
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<tr>
<td>TU – 1/21</td>
<td>Chapter 1</td>
<td>Syllabus Quiz</td>
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<tr>
<td>TH – 1/23</td>
<td>Chapt. 6: Reinforcement Theory pgs. 108-109</td>
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<tr>
<td>TU – 1/28</td>
<td>Last day to Add</td>
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<tr>
<td>TH – 1/30</td>
<td>Chapt. 1</td>
<td></td>
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<tr>
<td>TU – 2/4</td>
<td>Chapt. 2: Ethical Leadership</td>
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<td>TH – 2/6</td>
<td>Chapt. 3: Multi-Cultural Ldrshp.</td>
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<tr>
<td>TU – 2/11</td>
<td>Chapt. 4: The Evolution of Western Ldrshp</td>
<td></td>
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<td>TH – 2/13</td>
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<tr>
<td>TU – 2/18</td>
<td>Chapt. 5: Intelligence &amp; Personality</td>
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<td>TH – 2/20</td>
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<td>TU – 2/25</td>
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<td>TH – 2/27</td>
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<tr>
<td>TU – 3/4</td>
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<td>TH – 3/6</td>
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</table>
TU – 3/11  Chapt. 6: Motivation & Communication
       Last day to “W”

TH –3/13

TU – 3/18  Chapt. 7: Management & Leadership
TH – 3/20

TU – 4/1  Chapt. 8: Power & Politics

TH – 4/3
TU – 4/8  Chapt. 9: Teaming & Ldrship

TH – 4/10
       The Art of Command

TH – 4/17
TU – 4/22  Chapt. 11: Philosophy & Ldrship

TH – 4/24

TU – 4/29  Chapt. 13: Ldrshp for Environmental
       Sustainability

TH – 5/1

Final Date
M - 5/13  “Whine” and Cheese Day

**Midterm Group Exam:** (Chapters 1, 6, 2, 4, 5, all lectures, handouts, & presentations)
Pres: The Communication Bomb
Communication (pg. 117-128).
(Kacey, Kendra, Kyle, Leslie)

**Qwest 2:** (Chapts 4, 5, 6, 7, all lectures, handouts, and presentations)
Pres: BLTC (Influence Tactics)
(Charles, David, James, L.J.)

Pres: “The Team Leaders”
Team Projects, Advantages vs. disadvantages. (Basil, Jason, Kayla, Khalid)

**Qwest 3:** (Chapts. 8, 9, 12, 11, all lectures, handouts and presentations since last qwest)
Pres: District 13
Environmental Sustainability
(Andrew N., Jason, Morgan, Justin)

**Group Comprehensive Exam**
(Everything all semester)

**BP Qwest**