

Dynamics of Leadership

MIS 34165 – 001

Monday and Wednesday 11:00am to 12:15pm, Bowman Hall Room 206

INSTRUCTOR

Dr. Mark Whitmore

Phone: 330-410-3841 (cell)

E-mail address: mwhitmo4@kent.edu

Office hours: Monday or Wednesday 2:00pm to 4:00pm (or other times by appointment)

TEXT / READINGS

Required Texts: Leadership Theory and Practice, Sixth Ed. ©2013, Peter Northouse
ISBN: 978-1-4522-0340-9

FOCUS/PURPOSE OF THE COURSE

Leaders in organizations need not only technical expertise but also people skills. The need perspectives and skills that acknowledge the unique cultures of their organizations. They need to create and sustain productive, relational networks both within and beyond organizational boundaries. They must act as catalysts for constructive change, and intervene in challenging interpersonal situations. Leaders must communicate, model, expect, recognize, and reward behaviors supportive of a collaborative culture.

COURSE OBJECTIVES

On completion of the course, students will be able to:

- Demonstrate knowledge of the diverse models for understanding and practicing leadership.
- Assess current competencies in leadership, identifying strengths and opportunities for improvement.
- Examine, discuss, and apply the concepts, principles and practices involved in leading teams, and organizations.
- Utilize reflective practice in the exercise of personal, team, and organization leadership.

GRADING

Final grades will be comprised of the following:

Class Participation – Attendance,	
Case Studies, and Assessments	10%
Presentation and/or papers	10%
Four multiple choice tests	80%

I will use +/- grades for this course. Assignment of final grades will most likely be: 92+ A, 90-91 A-, 88-89 B+, 82-87 B, 80-81 B-, 78-79 C+, 72-77 C, 70-71 C-, 68-69 D+, 60-67 D, 0-59 F. I reserve the right to curve these final grades, up or down, based on overall class performance.

ATTENDANCE AND PARTICIPATION

You are permitted two unexcused absences and four excused absences. If you must miss class, you must contact me **before** class (by phone, e-mail, in person, etc.). Your attendance will be excused only if you have a university-approved reason. **CLASS ASSIGNMENTS WILL COUNT TOWARDS YOUR PARTICIPATION GRADE.**

HR FORUM OR SUMMIT PRESENTATIONS / PAPER

Students are required to attend two HR Forum Presentations presented throughout the semester or the HR Summit, or a portion of the HR Summit and one of the forum presentations. In addition to attendance, the students will prepare a short, no more than two page paper, responding to questions about the presentations they attended at the forum or Summit. These papers are due by the end of the regularly scheduled Monday class following the presentation. See the syllabus for the scheduled presentations.

Students may substitute each missed attendance of a forum presentation with a five page paper written on a topic related to the topics discussed at the Forums or one 10 page paper if the student is not able to attend either the Forums or the Summit. Students will organize their findings into a five page double spaced paper. The topic must be pre-approved by the professor. **Students will be required to share their topic area one week before the scheduled presentation and the paper is due by the end of the regularly scheduled Monday class following the presentation.**

Students may earn an extra five points toward the total grade by attending both Forums and the Summit or by writing an additional five page double spaced paper on a pre-approved topic. Please see me if you are interested in the extra credit option.

MULTIPLE CHOICE EXAMS

Throughout the semester three 20 item multiple choice exams and a final exam will be given that cover both the information from the lectures and the book chapters. See the course/topic agenda for the book chapters and topics covered in each exam. Questions will cover a selection of the topics presented in the book and by lecture up to the date of the test. Each exam will also contain a short answer extra credit question (worth 2 points). See the course schedule of exam reviews and exam dates.

COURSE FORMAT

The format of this course will be in the form of PowerPoint lectures and interactive class discussion, case studies, and activities. Because of the quick pace of the course it will not be possible to cover every topic in the lecture, so students are required and should be expected to be tested on areas in the book chapters which are not covered by lecture. Therefore keeping up with the reading assignments is imperative. All of the lecture slides, are on Blackboard.

COURSE TOPIC SCHEDULE

Date	Topic	Readings	Assignments/Exams
January 13	Review of Syllabus, Introduction to Leadership	Chapter 1 – Leadership Described and Defined, pgs. 1-16	Definition of Leadership
January 15	Trait theory	Chapter 2 – Trait Approach, pgs. 16 - 30	Trait Theory Case Study
January 20	Martin Luther King Day Holiday		
January 22	Trait Theory, Five Factor Model – case studies, and assessments	Chapter 2, pgs. 32-40	Review case study for discussion in class
January 27	Skill Approach to leadership	Chapter 3, pgs. 43 -59	Case Study, Skill Assessment
February 3	Skill Approach – Learning from experience, case studies	Chapter 3, pgs.61-72	
February 5	Leadership Styles	Chapter 4, pgs. 75 – 86	Style Assessment, Exam Review
Feb. 10	Exam 1		
Feb. 12	Situational Approach	Chapter 5, pgs. 99-110	
Feb. 17	Situational - Blanchard and Hersey Situational Leadership	Chapter 5, pgs 110-120	
Feb. 19	Contingency Theory	Chapter 6, pgs. 123-136	Team assignments
Feb. 24	Contingency Game		Review theory prior to Class
Feb. 26	Path-Goal Theory	Chapter 7, pgs. 137-158	
March 3	Leader-Member Exchange Theory	Chapter 8, pgs. 161-174	Exam Review
March 5	Exam II		
March 6	HR Forum	7:00pm to 8:30pm	KIVA
March 10	Transformational Leadership	Chapter 9, pgs. 185 – 199	Case Study Assignment: Forum papers are due
March 12	Transformational Leadership and Organizational Change	Case studies	Org. Change Case Study
March 17	Servant Leadership	Chapter. 10. pgs. 219-	

		236	
March 19	Authentic Leadership	Chapter 11, pgs. 253-270	Articles on Citizen Leadership
	Spring Break – March 24 - 30		
March 31	HR Summit – students attending Summit, no class held	Student Center Ballroom	
April 2	Citizen Leadership	Articles and Lecture	Summit Papers are due
April 7	Team Leadership	Chapter 12, pgs. 287-307	Exam Review
April 9	Exam III		
April 14	Psychodynamic Approach	Chapter 13, pgs. 319-339	
April 16	Women in Leadership	Chapter 14, pgs.349 -370	Global Case Study
April 18	HR Forum	10:00am to 11:30am	KIVA
April 21	Culture and Leadership	Chapter 15, pgs. 383-394	Global Case Study: HR Forum Papers Due
April 23	Culture and Leadership – Global Organizations	Chapter 15, pgs. 395-407	
April 28	Leadership Ethics – Case Study	Chapter 16, pgs. 423 - 437	
April 30	Leadership Development		Final Exam Review
May 5	Final Exam	10:15am to 12:30pm	

Information from the KSU College of Business Administration

The Following Policies Apply to All Students in this Course

- A.** Students attending the course who do not have the proper prerequisite risk being deregistered from the class.
- B.** Students have responsibility to ensure they are properly enrolled in classes. Should you find an error in your class schedule, you need to correct the error with your advising office no later than Sunday, January 19, 2014. If registration errors are not corrected by these dates and you continue to attend and participate in classes for which you are not officially enrolled, you are advised now that you **will not** receive a grade at the conclusion of the semester for any class in which you are not properly registered.

For flexibly scheduled courses, faculty should contact the Registrar's Office (330.672.3131) directly for the specific dates if they are unable to determine based on information in Self Service Banner.

C. Academic Honesty: Cheating means to misrepresent the source, nature, or other conditions of your academic work (e.g., tests, papers, projects, assignments) so as to get undeserved credit. The use of the intellectual property of others without giving them appropriate credit is a serious academic offense. It is the University's policy that cheating or plagiarism result in receiving a failing grade for the work or course. Repeat offenses result in dismissal from the University.

D. For Spring 2014, the course withdrawal deadline is Sunday, January 26, 2014. Withdrawal before the deadline results in a "W" on the official transcript; after the deadline a grade must be calculated and reported.

E. University policy 3342-3-01.3 requires that students with disabilities be provided reasonable accommodations to ensure their equal access to course content. If you have a documented disability and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary classroom adjustments. Please note, you must first verify your eligibility for these through Student Accessibility Services (contact 330-672-3391 or visit <http://www.kent.edu/sas/index.cfm> for more information on registration procedures).

F. GRADUATION INFORMATION FOR SENIORS: It is your responsibility to apply for graduation before the set deadline. If you apply after the deadline you will be assessed a \$200 late fee. Please see your academic advisor as soon as possible if you are uncertain as to your progress toward graduation.

To apply for graduation complete the following steps:

Log onto your Flashline account

1. Click on the Student Tools tab
2. Look in the Graduation Planning Tool Box
3. Click on Application for Graduation

****If an error message appears, you must contact your advisor.**