

Dynamics of Leadership – Spring 2016

MIS: 34165-003-201610 - 16 Weeks

Kent State University

College of Business Administration

Business Administration Building, Room 206

Mondays 5:30 – 8:15 pm

Instructor: Marlo Kibler, MBA, Assistant Director of Scholarship and Fund Administration
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Office Hours: By appointment only

Communication: Please allow 24 hours for instructor responses to emails. You will most likely receive quick responses from me, but you cannot rely upon it. Please email me directly at the above email address - not through Blackboard Learn - if you desire a timely response. Be sure to check your KSU email *and* Blackboard Learn for communications from me at least every other day. FYI, due to FERPA regulations, I cannot communicate grades or course-related materials to non-KSU email addresses. It is your responsibility to communicate to me if you are going to be absent and or for you to make up any missed assignments or to get caught up on any classroom discussion missed. Class participation is a very important component to your being successful in this class and for your future business endeavors. From time to time, we will have guest speakers who have been gracious enough to volunteer their time and expertise to help to provide you some insight on what the world of business is all about. Therefore if you are not here to be able to ask questions and to engage in the discussions you cannot earn participation points. It is my expectation this class will not only be informational and interesting but fun and very collaborative. I am excited to be your instructor this semester! Let's have an excellent class!

Required Textbooks:

[Leadership: Enhancing the Lessons of Experience, Eighth edition – \(McGraw-Hill-Irwin\) - Loose-leaf ISBN: 0-07-758106-7](#)

Soft cover (more expensive) ISBN: 978-0-07-786240-4 (Compare prices to get the best deal) Check out the following resources: Amazon.com, Half.com, and other online outlets as well for savings.

Top Hat:

COURSE OBJECTIVES:

- 1) Foster and promote a collaborative and engaging classroom environment to allow students to learn about leadership from various perspectives and each other
- 2) Integrate the use of Top Hat technology to increase class participation and student engagement
- 3) Understand what is business is and how leaders functions in various work environments. We will examine a not-for-profit business vs. a government or public entity
- 4) Understand the dynamics that actually make a leader.
- 5) Understand business leadership and its impact and role in society
- 6) Enhance critical thinking and problem solving skills
- 7) Build a foundation for subsequent business course work and real life work experience

- 8) Recognize the importance of current events impact on leadership decisions (local news, national news, world news etc.)
- 9) Recognize the effect politics and government has on business and leadership decisions.
- 10) Allow students to demonstrate their leadership style and plan how to achieve their personal short and long-term goals using

COURSE ORGANIZATION: Class time will focus on practical application and reinforcement of the text material. This will be accomplished through the use of lectures, discussions, PowerPoint presentations, videos, guest speakers and online demonstrations. Class time will not simply be a rehash of the text material. All students are expected to have read the assigned chapters in order to be an active participant during class. All written assignments will be submitted via Blackboard Learn.

EXPECTATIONS: All students are expected to:

- 1) Attend class – This is separate from participating in class!
- 2) Arrive for class on time – Attendance will be taken every class via Top Hat! – If you are not present when attendance was taken you will be counted absent regardless if you were here! You must be in class in order to respond to the attendance code which will be sent. The code will change for each and every class!
- 3) Purchase the Top Hat Application on or before – January 25, 2016 (We are closed for M.L.K on January 18, 2015 so our first class together will be on Monday, January 25, 2016) – Please refer to the instructions on Blackboard under the “Text and Materials” link)
- 4) Not to cause disruptions during class
- 5) Participate in all classroom discussions (This does not mean simply showing up to class)
- 6) Submit homework assignments by the assigned due dates – no exceptions
- 7) Conduct themselves as a business professional

ACADEMIC HONESTY:

All work related to this class is to be done individually! 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. In addition, it is considered cheating when one cooperates with someone else in any such misrepresentation. 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 for the course. Repeat offenses may result in dismissal from the University. **This includes plagiarism!!**

STUDENTS WITH DISABILITIES:

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 classroom adjustments through Student Accessibility Services (contact 330-672-3391 or visit <http://www.kent.edu/sas/index.cfm> for more information on registration procedures).

ENROLLMENT REQUIREMENTS:

Students have a responsibility to ensure they are properly enrolled in classes. You are advised to review your official class schedule (using Student Tools on Flash Line) during the first two weeks of the semester to ensure you are properly enrolled in this class and section. Should you find an error in your class schedule, you have until **Sunday, January 31, 2016** to correct the error. If registration errors are not corrected by this date and you continue to attend and participate in classes for which you are not officially enrolled, you are advised now you **will not** receive a grade at the conclusion of the semester for any class for which you are not properly registered.

COURSE WITHDRAWAL DEADLINE:

Please note that the last day to drop this class is **Sunday, March 20, 2016.**

GRADING (Subject to minor modifications at the discretion of your instructor):

In Class Participation: (Top Hat & Verbal Discussion)	75
Attendance	75
Tests: 3 Exams	150 (50 points each)
Learn Smarts - 15	150 (10 points each)
Action Learning Project Presentation	150 (inc. written & presentation)
Final Exam:	100
Total Points:	<u>700</u>

GRADING SCALE:

A	93% or greater (651-700)	C+	77% - 79.99% (539-559)
A-	90% - 92.99% (630-650)	C	73% - 76.99% (511-538)
B+	87% - 89.99% (609-649)	C-	70% - 72.99% (490-510)
B	83% - 86.99% (581-608)	D	60% - 69.99% (420-489)
B-	80% - 82.99% (560-580)	F	0% - 59.99% (<419)

LEARNSMART CONNECT ASSIGNMENTS: These assignments are to help you prepare, understand and study for each Chapter. They are to be completed PRIOR to class discussion of the Chapter. These are not graded for accuracy. You receive your points for completion of the assignment.

IN CLASS PARTICIPATION/ATTENDANCE: It is at the sole discretion to award up to 150 points total (75 points each) for superior class participation. Participation is not based strictly on attendance, but also upon the contribution to class discussion both verbally and with the use of Top Hat. Please note, you earn in-class attendance points AND class participation points they are graded separately after each class. If you leave class early and it has not been pre-arranged, you will lose points!

TESTS AND FINAL EXAM: Some tests and possibly the final exam will be administered in the computer lab located on the 2nd floor of the College of Business Administration Building, Room A226 utilizing **Blackboard if available.** The first two exams will be held in class on your regularly scheduled class day Monday evening! Students must check in with the Proctor, show his/her student or other acceptable photo ID before being to take the exam. Students must know their Flashline ID and Password.

Students have the option of when to take the exam. Test dates will be announced in class with days and times the test will be available. **No make-up tests or exams will be permitted except in the event of a documented student illness, hospitalization or death of an immediate family member.** Any test or exam taken after the prescribed exam periods is subject to a minimum markdown of 20%. **No materials of any kind are permitted during an exam including translation dictionaries.**

TOP HAT: (See Handouts)

ENROLLMENT REQUIREMENTS:

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TECHNICAL SUPPORT: If you experience problems with Blackboard Learn which prevents you from submitting any work or assignment, you must contact the Instructor via the email address indicated above (not through Learn) PRIOR to the deadline to discuss alternative solutions. **Problems with Blackboard Learn do not excuse late submissions.**

KSU Helpdesk – <http://www.kent.edu/is/helpdesk/index.cfm>

Blackboard Learn Orientation – <http://ondemand.blackboard.com>

EXTRA CREDIT ASSIGNMENTS: Students will have opportunities during the semester to earn extra credit for a total of 35 points. ALL STUDENTS are encouraged to take advantage of completing the extra credit assignments to help you especially should you run into a rough patch later in the semester. It can only help you. Yes, it is more work but in the workplace they have a name for it: “Other duties as assigned” 😊.

The schedule below is tentative and the instructor reserves the right to make changes.

COURSE CONTENT OUTLINE

Week 1	Date	Topics/Agenda	Deliverables (HW and Assignments)
	Monday, Feb. 1, 2016	<ul style="list-style-type: none"> ➤ Introduction to the Course and the Instructor ➤ Watch Video – Letter to a person on their first day here. ➤ Review of the Syllabus & Top Hat ➤ Class Discussion on Leadership Styles ➤ Video – Tim Cook, CEO, Apple – Ethical Leadership ➤ Chapter 1 - What Do We Mean by Leadership? 	<p>Purchase book. In class discussion on leadership styles? Read Chapter 1&2 for next class.</p> <p>Purchase the Top Hat Program for class if you have not already done so</p> <p>Read Chapter 1 What Do We Mean By Leadership?</p> <p>Read Chapter 2 Leader Development</p>
Week 2	Date	Topics/Agenda	Deliverables (HW and Assignments)
	Monday, Feb.8, 2016	<ul style="list-style-type: none"> ➤ Review last What Do We Mean by Leadership? Chapter 1 ➤ Chapter 2 – Leader Development ➤ What Skills Successful Leaders Need? ➤ Building Your Own Leadership Self Image ➤ Review of Business Articles Assignments 	<p>Read Chapter 3: Skills for Developing Yourself as Leader</p> <p>Read Chapter 4: Power and Influence prepare for next class discussion.</p> <p>Complete Learn Smart Assignments Chapters 1-2</p>
Week 3	Date	Topics/Agenda	Deliverables (HW and Assignments)
	Monday, Feb. 15, 2016	<ul style="list-style-type: none"> ➤ Chapter 3 – Skills for Developing Yourself as a Leader ➤ Chapter 4 - Power and Influence ➤ Creating Opportunities for Feedback ➤ The Importance of Journaling ➤ Technology and Leadership 	<p>Review Chapters 3-4 and overview of test material covering chapters 1-4.</p> <p>Complete Learn Smart Assignments – Chapters 3-4</p>
Week 4	Date	Topics/Agenda	Deliverables (HW and Assignments)
	Monday, Feb. 22, 2016	<ul style="list-style-type: none"> ➤ Chapter 3 – Skills for Developing Yourself as a Leader ➤ Power and Influence ➤ Creating Opportunities for Feedback ➤ The Importance of Journaling ➤ Technology and Leadership EXAM #1 Review (Chapters 1-4) 	<p>Read Chapters 5 & 6 for next class. Complete Personality Analysis for in class discussion</p>
Week 5	Date	Topics/Agenda	Deliverables (HW and Assignments)
	Monday, Feb.29, 2016	<ul style="list-style-type: none"> ➤ EXAM #1 (Chapters 1-4) ➤ Chapter 5 – Leadership, Ethics and Values 	<p>Discuss Chapter 5: Is Ethics relevant to leadership. Can values changed over time?</p> <p>Discuss Chapter 6: Emotional Intelligence, The Triarchic Theory of</p>

		<ul style="list-style-type: none"> ➤ Chapter 6 – Leadership Attributes ➤ OCEAN Model of Personality ➤ The Triarchic Theory of Intelligence ➤ Learner vs. Judger – The Choices We Make and the Impact on Leadership ➤ Review of Business Article 	Intelligence Read Chapter 7: Leadership Behavior and Values Read Chapter 8: Leadership Attributes Complete Learn Smart Assignments – Chapters 5-6
Week 6	Date	Topics/Agenda	Deliverables (HW and Assignments)
	Monday, Mar.7, 2016	<ul style="list-style-type: none"> ➤ Chapter 7 – Leadership Behavior and Values ➤ Community Leadership, The Leadership Pipeline ➤ Chapter 8 – Leadership Attributes ➤ Building Expertise, Communication, Know What Your Purpose Is. ➤ Building Trust ➤ EXAM #2 Review (Chapters 5-8) 	Discuss Chapter7: Competency Models, Leadership values and behavior Discuss Chapter 8: Leadership Attributes Review Chapters 5-8 for Exam review next class Exercise: Communication Styles Complete Learn Smart Assignments – Chapters 7-8
Week 7	Date	Topics /Agenda	Deliverables (HW and Assignments)
	Monday, Mar. 14, 2016	<ul style="list-style-type: none"> ➤ EXAM #2 (Chapters 5-8) <p style="text-align: center;"> Mr. Mike Kimble Manager, Human Resources Stark County Commissioners </p>	Complete Exam #2 Read chapter 9 and prepare for next class discussion
Week 8	Date	Topics/Agenda	Deliverables (HW and Assignments)
	Monday, Mar. 21, 2016	NO Class – Spring Break!!! March 23 -29, 2015	Enjoy Your Time Off
Week 9	Date	Topics/ Agenda	Deliverables (HW and Assignments)
	Monday, Mar. 28, 2016	<ul style="list-style-type: none"> ➤ Chapter 9 – Motivation, Satisfaction and Performance ➤ Maslow Hierarchy of Needs ➤ Achievement Orientation: How Does Personality Affect Motivation 	Create your short Term and Long Term goals list. Write a 2 page action plan as to how you will achieve your short term and long term goals based on the concepts discussed in class from chapters 1-9.

		<ul style="list-style-type: none"> ➤ Goal Setting – Short Term vs. Long Term ➤ Technology for the Organized Leader ➤ Understanding and Influencing ➤ Follower Satisfaction 	<p><u>Due next class.</u></p> <p>Discuss Chapter 9: Understanding and Influencing Follower Motivation How does personality Affect Motivation?</p> <p>The Operant Approach: How Do Rewards and Punishment Affect Motivation? Read Chapter 10 &11 and prepare for next class discussion</p>
Week 10	Date	Topics/Agenda	Deliverables (HW and Assignments)
	April 4, 2016	<ul style="list-style-type: none"> ➤ Chapter 10 – the Workforce ➤ Individuals vs. Groups vs. Teams ➤ The Nature of Groups ➤ Effective Team Characteristics and Team Building ➤ Leadership Prescriptions of the Model ➤ Chapter 11 – Skills for Developing Others ➤ Setting Goals ➤ Providing Constructive Feedback ➤ Team Building for Work Teams ➤ Building High Performance Team <p>KSU Leadership Guest Speaker: TBA</p>	<p>Discuss Chapter 10: Motivating the Workforce</p> <p>Effective Team Characteristics and Team Building Leadership Prescriptions of the Model Discuss Chapter 11 – Skill for Developing Others</p> <p>Review chapters 9-11 for exam next class!</p> <p>Read chapter 12 & 13 and prepare for next class discussion</p> <p>Discussion: Google – Why Innovation is critical to exceptional leadership and employee performance</p>
Week 11	Date	Topics/ Agenda	Deliverables (HW and Assignments)
	Monday, April 11, 2016	<ul style="list-style-type: none"> ➤ EXAM 3 (Chapters 9-11) ➤ Chapter 12 – The Situation – The Task, The Organization, The Environment, Leading across Societal Cultures ➤ Chapter 13 – Contingency Theories of Leadership <ul style="list-style-type: none"> The Normative Decision Model The Situational Leadership Model The Contingency Model The Path- Goal Theory 	<p>Discuss Chapter 12 - The Situation Discuss</p> <p>Discuss Chapter 13 – Contingency Theories of Leadership</p> <p>Read Chapter 14 – Leadership and Change The Rational approach to Organizational Change Leader & Follower Characteristics Situational Characteristics</p>

Week 12	Date	Topics/Agenda	Deliverables (HW and Assignments)
	Monday, April 18, 2016	<ul style="list-style-type: none"> ➤ Chapter 14 – Follower and Change ➤ The Rational Approach to Organizational Change ➤ The Emotional Approach to Organizational Change: Charismatic and Transformational Leadership ➤ Leader Characteristics ➤ Follower Characteristics ➤ Situational Characteristics ➤ Characteristics of Charismatic and Transformational Leadership 	Discuss Chapter 14: Follower Characteristics Identification With the Leader and Vision Heightened Emotional Levels – A Change is Going to Come! Crises and Leadership Read Chapter 15 to prepare for next class Action Learning Project Presentations – Group 1
Week 13	Date	Topics /Agenda	Deliverables (HW and Assignments)
	Monday, April 25, 2016	<ul style="list-style-type: none"> ➤ Chapter 15 – The Dark Side of Leadership ➤ Bad Leadership ➤ Managerial Incompetence ➤ Managerial Derailment ➤ The Six Root Causes of Managerial Incompetence and Derailment 	Action Learning Project Presentations – Group 1
Week 14	Date	Topics/Agenda	Deliverables (HW and Assignments)
	Monday, May 2, 2016	<ul style="list-style-type: none"> ➤ Lack of Intelligence, Subject Matter Expertise and Team Building now How: Real Genius ➤ Action Learning Project Presentations – Group 2 ➤ Final Exam Review 	Action Learning Project Presentations – Group 2
Week 15	Date	Topics/Agenda	Deliverables (HW and Assignments)
	Monday, May 9, 2016	<ul style="list-style-type: none"> ➤ Complete last set of Class Presentations remaining students ➤ Final Exam Week – Location to be Announced No later than February 1, 2016 	Final Exam Week – No Classes