

13627 - MIS 34165 – 002
Dynamics of Leadership
Fall 2010
Wednesdays 6:15 to 8:55 pm
Rm: 208 BSA

INSTRUCTOR: Robert W. Eckman
OFFICE: Off Campus
OFFICE HOURS: Wednesdays after class or by appointment (preferred)
OFFICE PHONE: (330) 414.3082
E-MAIL: Reckman@kent.edu
TEXT: **Peter G. Northouse, (2007).**, *Leadership Theory and Practice*
Thousand Oaks, Ca: Sage Publications, Inc 4th Edition
Additional readings as required

FINAL EXAM: December 15th at 6:20p

COURSE OBJECTIVES

This course covers the application of Leadership principles in both theory and practice. This course will serve to provide students a better understanding of how past leadership approaches can be leveraged to better enable success in their future careers.

COURSE REQUIREMENTS AND GRADING SYSTEM

Exams (3) are worth 100 points a piece (300 points). Group Project worth (80 points)
Participation (50 points) For a grand total of 430 possible points.

Total Possible 430.0

430.0	100.0%	A
404.2	94.0%	
403.8	93.9%	A-
387.0	90.0%	
382.7	89.0%	B+
374.1	87.0%	
373.7	86.9%	B
361.2	84.0%	
360.8	83.9%	B-
344.0	80.0%	
339.7	79.0%	C+
331.1	77.0%	
330.7	76.9%	C
318.2	74.0%	
317.8	73.9%	C-
301.0	70.0%	
296.7	69.0%	D+
288.1	67.0%	
287.7	66.9%	D
275.2	64.0%	
274.8	63.9%	D-
258.0	60.0%	
253.7	59.0%	F

COLLEGE AND UNIVERSITY POLICIES

Course registration: Students have responsibility to ensure they are properly enrolled in classes. You are advised to review your official class schedule (using Student Tools on FlashLine) 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 February 1st 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 that you will not receive a grade at the conclusion of the semester for any class in which you are not properly registered.

Academic honesty: 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. In addition, it is considered to be 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 course. Repeat offenses result in dismissal from the University.

Course withdrawal: The course withdrawal deadline is November 7th. Withdrawal before the deadline results in a "W" on the official transcript; after the deadline a grade must be calculated and reported.

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

Missed classes, exams, or otherwise:

Missed classes are not my concern, as attendance is NOT mandatory (but strongly suggested). The material from class, however, is entirely your responsibility. Be sure to find a “class buddy” who can be sure to get all notes and handouts. Ie... Unless in extreme circumstances, the professor will not provide such information. Missed assignments and exams must be for an EXTREMELY good reason and must accompany written proof (such as a Dr.’s note). You must also inform me that you will not be in attendance PRIOR to the scheduled event or due date. I can be reached via Email and Telephone (including voice mail). Please make use of these communication mediums for missed Exams, Presentations, etc....(please **DO NOT** ask to borrow my notes).

Class Procedures:

1. If my office hours are not convenient for you, please feel free to call for an appointment. Also, the **most efficient way to communicate with me is via e-mail**. I strongly encourage you to take advantage of the electronic messaging capabilities made available to you by the university!
2. Please tell me about any problems you are having while there is still time to do something about them!
3. Each student must turn in an original piece of work
4. Exams are to be taken at the scheduled time (this also means you need to be on-time for the exam—more than 20 minutes late is a missed exam). If you miss an exam due to a legitimate reason (e.g., illness, death in the immediate family), a make-up exam will be given (you will be required to provide an official university excuse in order to be eligible for a make-up exam). If you do not provide a legitimate excuse, no make-up exam will be granted.
5. Reading assignments are expected to be completed prior to attending class so that you may participate in class discussion. However, we will not discuss every aspect of the assigned chapters or supplemental material. This does not release the student from the responsibility of knowing the material for examination purposes. Conversely, I may include material in class not covered by the text (you are also responsible for this information).
6. Attendance at class is expected but will not be monitored. If you miss a class, you are responsible for obtaining lecture notes and other material from another student
7. Major grammatical or spelling errors on any written work could result in a significant penalty with respect to the grade you receive. Carefully proof your papers for errors (you may even want to have a friend read your work). Use grammar and spell check! Please use APA, MLM or some formalized format for referencing research.
8. The best way to reach me is via Email (see email address). I can also be reached via Voice Mail. I will be requesting that each of you provide an email address that you check regularly (daily).
9. As I realize that many evening students work full time, I will be providing class time for you to work on your Group Paper and other assignments (case studies). Time to work on these will be dependent on how well we move through the material.
10. **LATE REGISTRATION:** No late registration forms will be signed following the first exam. If you wish to register for the class, you **MUST REGISTER BEFORE THE FIRST EXAM—NO EXCEPTIONS!**
11. **Given my schedule, I may need to cancel classes.** In the event I need to do so, I will email the whole class and will try to do so no less than 12 hours prior to class start. Further, given my drive from Brewster, I will require that you wait at least 15 minutes in the event I am late.

IMPORTANT DATES

Aug. 30	Classes Begin	
Aug. 30 - Sept. 5	Late Registration and Schedule Adjustment	Available using FlashFAST in FlashLine/Student Tools. Visit www.kent.edu/bursar for tuition payment dates and billing schedule.
Sept. 3	Final Payment Date for Registration Activity Aug. 14 - Sept. 3	Visit www.kent.edu/bursar for tuition payment dates and billing schedule.
Sept. 6	Labor Day	No Classes; Offices Closed
Sept. 6 - 12	Late Registration - \$100 Nonwaivable Late Registration Fee	Available using FlashFAST in FlashLine/Student Tools. Visit www.kent.edu/bursar for tuition payment dates and billing schedule.
	Schedule Adjustment - No Late Registration Fee Assessed.	Courses may not be added or P/F/AU or credit hour options be changed after Sept. 12. Visit www.kent.edu/bursar for tuition payment dates and billing schedule.
Sept. 13 - Nov. 7	Withdrawal Period from Any or All Courses	Last day to withdraw before a grade of "W" is assigned is Sept. 12. View the Processing Dates for Classes link at www.registrars.kent.edu for deadlines for flexibly scheduled courses.
Sept. 20	Final Payment Date for Registration Activity Sept. 4 - 20	Visit www.kent.edu/bursar for tuition payment dates and billing schedule.
Oct. 20	Midterm Grades Available for Freshmen	Available using FlashFAST in FlashLine/Student Tools.
Nov. 11	Veterans Day	No Classes; Offices Closed
Nov. 24 - 28	Thanksgiving Holiday	No Classes beginning at noon on Nov. 24; Offices Closed Nov. 25 and 26.
Dec. 11	Classes End	
Dec. 13 - 17	Final Exam Week	See Final Exam Schedule on page 23.
Dec. 23	Final Grades Available	Available using FlashFAST in FlashLine/Student Tools.
Dec. 24 - 27	Winter Break	Offices Closed

Curriculum

Exams:

Exams will be a mix of multiple choice, short answer, fill in, matching, and essay and will only cover the chapters indicated on the reading schedule. There will be 3 that will account for 300 of a possible 430 points. They will be 40 to 50 questions in length, with each question worth 2 – 3 points and essay questions. Tests are balanced 50/50 between lecture and book.

Group Project:

Class will be broken down into groups. Each group will have a "Team Lead" who will serve as the point person for the group to the Professor. Also, this person will need to make sure that all work is done, on time, and that the final papers and presentations are submitted electronically to the Professor by the due date indicated. This assignment will be split into 3 major parts. The "Top 3 Paper", the "Final Paper", and a Presentation

Top 3 Paper: (20 Points)

Each group will WILL BE ASSIGNED leaders from US history.

For each of these Top 3 leaders, your group will then identify the following:

- Leadership Traits (For example: Persistence, communicator, conscientious, ethical)
- Leadership Styles (For example: Authoritarian, Participative, Delegative)
- Leadership Approach (For example: Trait, Goals, Style, Situation, Contingency, Path-goal, etc..)

This is purely an informative paper where you lay out the traits, styles, and approaches of each of these leaders. It should have an introduction, 2 to 3 pages per leader and a conclusion (10 total) and will be due mid semester (see Reading Schedule)

Final Paper: (40 Points)

Each member of your group is to find a leader specific to their post graduation industry of interest. (Where do you plan to work after college? Your leader should come from this industry or like industry)

The Final Paper should incorporate the Top 3 (condensed and should follow the introduction of the paper) and should **compare and contrast the traits, styles and approaches of the Industry Specific Leader to any or all of the Top 3.**

- 1 page intro

- 2 pages should cover your Top 3 summarizing their traits, styles, and approaches.
- Remaining 8 pages should be dedicated to the 5 Industry Leaders.

Research (therefore valid references) is mandatory and **MUST** be used to back up claims, support good arguments, and reference citations (properly). Due date is end of the Semester prior to the start of presentations. (See Reading Schedule)

Final Paper Presentation: (20 Points)

This presentation should provide a high-level review of the Top 3 (typically done by the Team Lead) then each person should present his/her Industry Specific Leader identifying the compare and contrast with the Top 3. This presentation should be no more than 20 minutes total.

Your presentation will be graded on Content, Context, Professionalism and Time to Complete.

Please see the Reading Schedule for Group Presentation Dates

“Group Days” will be provided throughout the semester as time to gather with your group and work on your projects. Please see the Reading Schedule for these dates.

Final:

The Final will NOT be comprehensive in that the multiple choice, short answer, and fill in sections will not cover material from previous exams. Will be held in our classroom on date indicated in the reading schedule.

Class Participation:

This is graded solely at my discretion and will be based on your in class, online, and out of class participation.

These 50 points are easy points to get. Raise your hand, remind me of who you are and, simply put, participate at every opportunity. These points are not given, they are earned. At your level, participation in your college education is expected.

Reading and Class Schedule:

Dynamics of Leadership				
Week	Date	Reading	Chapter	Points
1	1-Sep	Syllabus Review		
		Chapter 1: Introduction	1	
2	8-Sep	Chapter 2: Trait Approach	2	
		Group Meetings		
3	15-Sep	Chapter 3: Skills Approach	3	
		Chapter 4: Style Approach	4	
4	22-Sep	EXAM 1: Chapters 1 through 4	EXAM	100
5	29-Sep	Chapter 5: Situational Approach	5	
		Chapter 6: Contingency Theory	6	
6	6-Oct	Group Meetings		
7	13-Oct	Chapter 7: Path-Goal Theory	7	
		Chapter 8: Leader-Member Exchange Theory	8	
8	20-Oct	Group Meetings		
9	27-Oct	Chapter 9: Transformational Leadership	9	
		Chapter 10: Team Leadership	10	
		Top 3 Paper due		20
10	3-Nov	EXAM 2: Chapters 5 through 9	EXAM	100
11	10-Nov	Chapter 11: Psychodynamic Approach	11	
12	17-Nov	Chapter 13: Culture and Leadership	13	
		Chapter 14: Leadership Ethics	14	
13	24-Nov	Thanksgiving Recess		
14	1-Dec	Group Presentations	14	20
15	8-Dec	Group Presentations		
16	15-Dec	Final Exam (3): Chapters 10 through 14	EXAM	100
17	15-Dec	Final Group Papers Due		40
			Exams	300
			Group Project	80
			Participation	50
			Total	430

This syllabus was designed as a guide to the semester. Any and all assignments listed here may be changed by the instructor at any time. If changes are made, a new soft copy will be made available to each of you in a timely manner. The instructor reserves the right to cancel classes as necessary and will cover any missed material in subsequent courses. If cancellation is required, you will be notified as soon as is possible.