

MIS 64158 Leadership and Managerial Assessment, Fall 2013

Class: TR 12:30 pm-1:45 pm A325 BSA

Course & Section: 64158 -- 001 **CRN:** 16888

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Objective: This course offers students the opportunity to evaluate and understand leadership and managerial skills. Students will be offered a chance to evaluate their own leadership and managerial skills as well as others.

Required readings: No text is required for this class. The course discussions will be based on journal articles (listed below in the course schedule table). Assigned articles can be found at the university library website.

Correspondence: Email communication will be through Kent.edu email. When you contact me via email please make sure you write your course and section number. Class notes, assignments, grades and other course related material will be accessible through the Blackboard course site.

Course structure: The course will be based on class discussion of assigned reading material and on a group simulations game. The reading material and the simulation provide an opportunity to identify evaluate and address leadership and management challenges. Active participation in class discussions and in the simulation game are important for success in the course.

Evaluation: The final grade in the course (100 points) will be based on class *attendance and participation* (10%), *group simulation* performance (30%) and three *quizzes* (20% each – total 60%).

Attendance and participation: Attendance at all class meetings is extremely important for success in this course. Attendance in class meetings assigned for group simulation game is mandatory (see dates on course schedule). Reading the assigned material before the class meeting is necessary because it will allow you to participate, and even lead class discussion. Each week we will cover a new dimension of the leadership and managerial processes, and you will become familiar with the dimension by reading the assigned material before coming to class. I will ask specific students to discuss the material in class (your performance will determine part of your grade). To learn how to be a better leader, it is not sufficient to read material and memorize concepts. You must learn to integrate the new material with information you already have, and as the semester goes on, with course material you have just learned. Discussions are designed to help you develop a deeper level of understanding than you will have gained when you initially read the material.

Group simulation: During the course students will be assigned to groups. The groups will play a simulation in a dramatic context of a Mount Everest expedition (see introduction at: <http://hbsp.harvard.edu/list/7000-demo-page-basic>). This setting will reinforce learning and assessment of group dynamics and leadership. Each students will be assigned one of 5 roles on a team of hikers attempting to summit the mountain. During each round of play group members must collectively discuss whether to attempt the next camp en route to the summit. Ultimately, teams must climb through 5 camps in 6 simulated days totaling approximately 1.5 actual hours of seat time. Team members analyze information on weather, health conditions, supplies, goals, or hiking speed, and determine how they would proceed in their attempt to reach the peak of Mount Everest. Along the journey, the team must also decide how to effectively distribute supplies and oxygen bottles needed for the ascent – decisions which affect

hiking speed, health, and ultimately the team's success in summiting the mountain. Failure to accurately communicate and analyze information as a team has negative consequences on team performance. The simulation timetable is posted on the course schedule. The group simulation grade will be determined by the group performance. The best performing team will receive 100% of the simulation points, second place will receive 90%, third place 80% and so on.

Quizzes: The quizzes will consist of short questions – short answers. *No grade change will be made on an individual basis because of questions misread or misunderstood.* Those who follow the readings and the class discussion closely and regularly usually recognize the intent and scope of the questions, and do well on the quizzes. Each quizzes will take one class session. A score of 0 will be assigned to any missed quiz. The quizzes' dates are posted in the course schedule.

The grading scale is as follows:

Total percentage earned	Grade
≥ 92.5 points	A
≥89.5 points	A-
≥87 points	B+
≥82.5 points	B
≥80 points	B-
≥77.5 points	C+
≥72 points	C
≥68.5 points	D+
≥ 62points	D
Below 62 points	F

According to University Guidelines the grades are converted to your grade point average by the following rules: A = 4.0, A- = 3.7, B+ = 3.3, B = 3.0, B- = 2.7, C+ = 2.3, C = 2.0, C- = 1.7, D+ = 1.3, D = 1.0, F = 0.0

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 September 8, 2013 to correct the error (Please check the registrar's website for details). Students attending the course who do not have the proper prerequisite risk being deregistered from the class. 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, and you will not receive a grade at the conclusion of the semester for any class in which you are not properly registered.

Drop date: Course withdrawal deadline is Sunday, November 3, 2013. (Please check the registrar's website for details)

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 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.*

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 adjustments for conducting the examinations. Please note, you must first verify your eligibility for these through Student Accessibility Services (contact 330-672-3391 or visit <http://www.registrars.kent.edu/disability>) for more information on registration procedures.

Student Feedback: Formal class evaluations will be distributed at the end of the term. However, if there are any problems or concerns during the semester, this feedback will be appreciated. Student can e-mail me at aisraeli@kent.edu and offer any suggestions, insights or other feedback throughout the semester.

Course calendar: This is a tentative course calendar updates will be communicated via email.

Week starting on	Chapters	Assignment(s), notes
August 26	Introduction: leadership – enhancing the experience of management	
September 2	What leaders really do?	September 2 – Labor Day Read: Kotter, J. P. (2001). What leaders really do. <i>Harvard Business Review</i> , 79(11), 85-98.
September 9	Do traits matter?	Read: Kirkpatrick, S. A., & Locke, E. A. (1991). Leadership: do traits matter?. <i>The Executive</i> , 5(2), 48-60.
September 16	Introduction to Mount Everest simulation	Watch instruction movie at: http://hbsp.harvard.edu/list/7000-demo-page Preview simulations at: http://forio.com/simulate/harvard/everest-demo/simulation/login.html Quiz 1
September 23	Leadership in a cross-cultural context	Read: Dickson, M. W., Castaño, N., Magomaeva, A., & Den Hartog, D. N. (2012). Conceptualizing leadership across cultures. <i>Journal of World Business</i> , 47(4), 483-492. Simulation: complete decision 1
September 30	Leaders and followers Managers and employees	Read: Liu, Z., Cai, Z., Li, J., Shi, S., & Fang, Y. (2013). Leadership style and employee turnover intentions: a social identity perspective. <i>Career Development International</i> , 18(3), 305-324. Simulation: complete decision 2
October 7	Leaders emotional and social competence	Read: Cherniss, C., Grimm, L. G., & Liautaud, J. P. (2010). Process-designed training: A new approach for helping leaders develop emotional and social competence. <i>Journal of Management Development</i> , 29(5), 413-431. Simulation: complete decision 3

October 14	The sins of leadership	Read: Jack Welch, The six deadly sins of leadership, http://www.linkedin.com/today/post/article/20130327154206-86541065-the-six-deadly-sins-of-leadership Quiz 2 Simulation: complete decision 4
October 21	A note on political leaders	Read: Keller, J. W., & Foster, D. M. (2012). Presidential Leadership Style and the Political Use of Force. <i>Political Psychology</i> , 33(5), 581-598. Simulation: complete decision 5
October 28	Managerial skills: Talking	Read: Barrett, D. J. (2006). Strong communication skills a must for today's leaders. <i>Handbook of business strategy</i> , 7(1), 385-390. Simulation: complete decision 5
November 4	Managerial skills: Listening Game theoretic perspective: reputation and negotiation skills	Read: Hesselbein, F. (2006). The Art of Listening-It's the reliable key to lasting influence. <i>LEADERSHIP EXCELLENCE</i> , 23(5), 6. Simulation: complete decision 6
November 11	Teams simulation report preparations	November 11 – Veterans' Day
November 18	Teams discussion of simulations	
November 25	Class warp up	November 27 - December 1 – Thanksgiving Break
December 2	Final quiz	Quiz 3