

14167 - MIS 34165 – 003
Dynamics of Leadership
Fall 2009
Tuesdays 6:15 to 8:55 pm
Rm: 217 BSA

INSTRUCTOR: Robert W. Eckman
OFFICE: Off Campus
OFFICE HOURS: Tuesdays after class or by appointment (preferred)
OFFICE PHONE: (330) 605.3717
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: **Week of May 10th TBD**

COURSE OBJECTIVES

This course covers the application of sound management principles and theories needed for successful implementation of quality processes and systems.

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 500 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 Sunday, September 6, 2009 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 February 1st. 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 D2 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

Jan. 18	Martin Luther King Jr. Day. No Classes. Offices Closed.
Jan. 19	DAY AND EVENING CLASSES BEGIN
Jan. 25 - 31	SCHEDULE ADJUSTMENT USING FlashFAST - NO LATE REGISTRATION FEE ASSESSED. Courses may not be added, nor may credit/audit/ pass-fail or credit hour options be changed after Jan. 31, 2010.
Jan. 31	Last day to withdraw from any or all courses that meet the full semester before grade of W is assigned. Access Processing Dates for Classes for deadlines for flexibly scheduled courses.
Feb. 1 - Apr. 4	WITHDRAWAL FROM ANY OR ALL COURSES USING FlashFAST. (Grade of W assigned.) Access Processing Dates for Classes for deadlines for flexibly scheduled courses. (See Bursar's Refund Schedule.)
Mar. 10	Midterm Grades Available for Viewing in FlashFAST (<i>Freshmen Only</i>). Login to FlashLine and click on the Student Tools Tab.
Mar. 29 - Apr. 4	Spring Recess. No Classes. Offices Open.
May 9	Classes End
May 10 - 16	Final Exam Week
May 20	Final Grades Available to Students in FlashFAST. Login to FlashLine and click on the Student Tools Tab.

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 500 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 be charged with selecting 4 leaders from current day or history. We will refer to these as your “Top 4”

Your group will then identify the following for each:

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

Next you will find a leader in each major industry’s represented in your group. (5 in total)

You will work through the semester to relate these industry leaders to your Top 4.

You will create a 15-20 minute presentation outlining the Top 4, each of their traits, styles, and approaches. You will then introduce to the class your Top 4 with each member of the group presenting a slide that relates the leader from an industry to one or more of the Top 4.

You will also be submitting a 10 page, double spaced, 12/10 font paper that details the Top 4, the industry specific leaders, along with the justifications (backed up with references) for how/why they relate to one another.

- o 2 pages should cover your Top 4 identifying 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)

“Group Days” will be provided throughout the semester as time to gather with your group and work on your projects.

Case Studies:

Periodically, in class, we will be reading some of the case studies and discussing potential outcomes and any associated questions from the book. Anything discussed during these sessions is fair game for an exam.

Final:

Time and place is TBD. The Final will NOT be comprehensive in that the multiple choice, short answer, and fill in sections will not cover material from previous exams.

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 Schedule:

Dynamics of Leadership				
Week	Date	Reading	Chapter	Points
1	19-Jan	Syllabus Review		
		Chapter 1: Introduction	1	
		Chapter 2: Trait Approach	2	
2	26-Jan	Group Meetings		
3	2-Feb	Chapter 3: Skills Approach	3	
		Chapter 4: Style Approach	4	
4	9-Feb	Group Meetings		
5	16-Feb	EXAM 1: Chapters 1 through 4	EXAM	100
6	23-Feb	Chapter 5: Situational Approach	5	
		Chapter 6: Contingency Theory	6	
7	2-Mar	Chapter 7: Path-Goal Theory	7	
		Chapter 8: Leader-Member Exchange Theory	8	
8	9-Mar	Chapter 9: Transformational Leadership	9	
		Chapter 10: Team Leadership	10	
		Top 4 Analysis due		20
9	16-Mar	Group Meetings		
10	23-Mar	EXAM 2: Chapters 5 through 9	EXAM	100
11	30-Mar	Spring Break - Group time is encouraged		
12	6-Apr	Chapter 11: Psychodynamic Approach	11	
		Chapter 12: Women and Leadership	12	
13	13-Apr	Chapter 13: Culture and Leadership	13	
		Chapter 14: Leadership Ethics	14	
14	20-Apr	Group Meetings		
15	27-Apr	4 Groups Present		20
16	4-May	4 Groups Present		
17	11-May	Final Exam (3): Chapters 10 through 14	EXAM	100
	11-May	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.