

<b>Course</b>	<b>MNGT 5670 Managerial Leadership</b>
<b>Term</b>	Fall 2, 2009
<b>Instructor</b>	Name: Dr. Gary L. Cook Phone: 816-426-4915 Email: cookg@Webster.edu or gary.cook@sba.gov
<b>Catalog Description</b>	Organizational leadership is the process of influencing other people to achieve organizational goals. This leadership course reviews and builds upon the basic knowledge of leadership provided in an introduction to organizational behavior course by expanding the scope and depth of the student's knowledge of leadership theories, by providing practice in basic leadership skills, and by developing the student's self-knowledge of his or her preferred leadership styles.
<b>Prerequisites</b>	None.
<b>Course Level Learning Outcomes</b>	<p>Upon successful completion of this course, the student will be able to:</p> <ol style="list-style-type: none"> <li>1. Define, discuss, and recognize important terminology, facts, concepts, principles, analytic techniques, and theories used in leadership.</li> <li>2. Apply appropriate terminology, facts, concepts, principles, analytic techniques, and theories used in leadership when analyzing moderately complex factual situations involving problems requiring leadership.</li> <li>3. Develop solutions to moderately complex factual situations involving problems requiring leadership using appropriate terminologies, facts, concepts, principles, analytic techniques, and theories relating to leadership.</li> <li>4. Generate reasonable methods for implementing leadership activities needed to solve organizational problems.</li> <li>5. Evaluate the quality of their proposed leadership activities against appropriate criteria used in leadership studies, including organizational constraints.</li> <li>6. Identify and discuss the interrelationships among the concepts, principles, and theories taught in this leadership course.</li> <li>7. Discuss the relevance and application of the concepts, principles, and theories taught in this leadership course to contemporary events.</li> </ol>
<b>Materials</b>	<i>The Art of Leadership</i> . 3rd Edition. Manning, George. McGraw-Hill/Irwin.2005. ISBN:13-9780073381350

	<ul style="list-style-type: none"> <li>• Case Studies</li> <li>• Selected Handouts</li> </ul> <p>The book may be obtained through MBS Direct Books at 1-800-325-3252 or www.mbsdirect.net.</p>
<p><b>Grading</b></p>	<p><b>Graded Events</b></p> <p>Midterm Exam ..... 100  Team Case Analysis..... 100  Final Exam ..... 100  <b>Maximum Points        300</b></p> <p><b>Grade Ranges</b></p> <p>A = 90% or above  B = 80% to 89%  C = 70%-79%  F = Below 70%</p> <p><b>The GRADUATE catalog provides these guidelines and grading options:</b></p> <ul style="list-style-type: none"> <li>• <b>A/A-</b> Superior graduate work</li> <li>• <b>B+/B/B-</b> Satisfactory graduate work</li> <li>• <b>C</b> Work that is barely adequate as graduate-level performance</li> <li>• <b>CR</b> Work that is performed as satisfactory graduate work (B- or better). A grade of "CR" is reserved for courses designated by a department, involving internships, a thesis, practicums, or specified courses.</li> <li>• <b>F</b> Work that is unsatisfactory</li> <li>• <b>I</b> Incomplete work</li> <li>• <b>ZF</b> An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal.</li> <li>• <b>IP</b> In progress</li> <li>• <b>NR</b> Not reported</li> <li>• <b>W</b> Withdrawn from the course</li> </ul>
<p><b>Activities</b></p>	<p>Class time will be spent on lectures, group exercises, and discussions of videos and short cases. Some individual exercises may be completed during class, but most will be completed outside class. Group exercises will be completed during class, but there will often be individual assignments that must be completed before coming to class to do the group exercise. Assignments will be given throughout the course, including short cases and self-assessment exercises.</p> <p>There will be a midterm examination and a final examination</p> <p>The examinations will cover all of the assigned textbook reading, even if the material was not discussed in the class lectures. In addition, the tests may also cover material not in the textbook, but which was covered in</p>

	<p>lectures, videos, cases, or additional readings. The examinations are designed to sample from every major area covered in the course, with more emphasis on more critical topics. A topic's importance can be roughly determined by the amount of time spent discussing and working with the topic.</p>
<p><b>Policy Statements: University Policies</b></p>	<p>University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university's published policies. The following policies are of particular interest:</p> <p><b>Academic Honesty</b></p> <p>The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.</p> <p><b>Drops and Withdrawals</b></p> <p>Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.</p> <p><b>Special Services</b></p> <p>If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p><b>Disturbances</b></p> <p>Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course. (Instructor: Please see "Syllabus Template" for the exact text that is required on all syllabi, regarding University policies.)</p> <p><b>Contact Hours for this Course</b></p> <p>It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.</p>

<p><b>Course Policies</b></p>	<p><b>Academic Dishonesty</b> Any student caught cheating or committing plagiarism may fail the class and be subject to further disciplinary action.</p> <p><b>Absences</b> Given the intensive nature of the course, I expect you to attend all classes. Students who miss more than two classes should drop the course.</p> <p><b>Syllabus Changes</b> This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student.</p>																
<p><b>Weekly Schedule</b></p>	<p><b>Pre-Assignment for Week 1</b></p> <p>For your first assignment, read Chapter 1 in your text.</p> <p><b>Orientation Items</b></p> <ul style="list-style-type: none"> <li>• <b>General Course Expectations</b></li> <li>• <b>Personal Information Card</b></li> <li>• <b>Weekly Assignments.</b> The syllabus give the general topics we will cover each week. In addition, you will get more detailed explanation of the following week’s assignments during each class period.</li> <li>• <b>Case Analysis Format handout.</b> You will use this for both your Team Case Presentation.</li> </ul> <p><b>Readings to be completed prior to class meetings</b></p> <table border="1" data-bbox="443 1283 1398 1940"> <thead> <tr> <th data-bbox="443 1283 553 1318">Week</th> <th data-bbox="553 1283 1398 1318">Topics</th> </tr> </thead> <tbody> <tr> <td data-bbox="443 1318 553 1465">1</td> <td data-bbox="553 1318 1398 1465">Introduction and class overview. Review syllabus, assignments and other requirements. Text – Part 1: Leadership Variables -</td> </tr> <tr> <td data-bbox="443 1465 553 1543">2</td> <td data-bbox="553 1465 1398 1543">Text – Part 2: The Power of Vision - Chap. 5, 6 &amp; 7.</td> </tr> <tr> <td data-bbox="443 1543 553 1621">3</td> <td data-bbox="553 1543 1398 1621">Text – Part 3: The Importance of Ethics - Chap. 8, 9 &amp; 10.</td> </tr> <tr> <td data-bbox="443 1621 553 1730">4</td> <td data-bbox="553 1621 1398 1730">Text – Part 4: The Empowerment of People - Chap. 11, 12 &amp; 13.</td> </tr> <tr> <td data-bbox="443 1730 553 1839">5</td> <td data-bbox="553 1730 1398 1839">Text – Part 5: Leadership Principles - Chap. 14, 15, &amp; 16. <b>Mid-Term Exam.</b></td> </tr> <tr> <td data-bbox="443 1839 553 1917">6</td> <td data-bbox="553 1839 1398 1917">Text – Part 6: Understanding People - Chap. 17, 18 &amp; 19.</td> </tr> <tr> <td data-bbox="443 1917 553 1940">7</td> <td data-bbox="553 1917 1398 1940">Text – Part 7: Multiplying Effectiveness &amp; Part 8: Developing</td> </tr> </tbody> </table>	Week	Topics	1	Introduction and class overview. Review syllabus, assignments and other requirements. Text – Part 1: Leadership Variables -	2	Text – Part 2: The Power of Vision - Chap. 5, 6 & 7.	3	Text – Part 3: The Importance of Ethics - Chap. 8, 9 & 10.	4	Text – Part 4: The Empowerment of People - Chap. 11, 12 & 13.	5	Text – Part 5: Leadership Principles - Chap. 14, 15, & 16. <b>Mid-Term Exam.</b>	6	Text – Part 6: Understanding People - Chap. 17, 18 & 19.	7	Text – Part 7: Multiplying Effectiveness & Part 8: Developing
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		Others - Chap. 20, 21, 22, 23, 24 & 25.
	<b>8</b>	Text: Part 9: Performance Management - Chap. 26, 27 & 28 <b>Final Paper due.</b> <b>Oral Presentation of Final Paper.</b>
	<b>9</b>	<b>Final Exam.</b>
<b>Additional Information</b>	<b>None</b>	