



<b>Course</b>	<b>MNGT 5670 57 Managerial Leadership</b>
<b>Term</b>	Spring 1, 2010, Fort Sam Houston, TX
<b>Instructor</b>	Name: Barry Michael Beard, MSM Phone: 210-265-3236 (HP); 210-845-7407 (CP) Email: <a href="mailto:barrybeard56@webster.edu">barrybeard56@webster.edu</a>
<b>Course Description</b>	Organizational leadership is the process of <b>influencing</b> 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>	Upon successful completion of this course, the student will be able to: <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>	Title: <i>LEADERSHIP: Enhancing the Lessons of Experience</i> , 6th edition Authors: Hughes, Ginnet, and Curphy Publisher: McGraw Hill ISBN: 9780073405049

<b>Grading</b>	<p>Grade based on scores from exams, assignments, and class contribution.</p> <table border="0"> <tr> <td>Mid-term &amp; Final Exams</td> <td>60% (30% each)</td> </tr> <tr> <td>Project Research Paper</td> <td>20%</td> </tr> <tr> <td>Quizzes (2)</td> <td>10% (5% each)</td> </tr> <tr> <td>Oral Presentation</td> <td>5 %</td> </tr> <tr> <td>Class Participation/Attendance (discretionary points)</td> <td>5%</td> </tr> </table> <p>A = 90-100, B = 80-89, C = 70-79, F = Less than 70</p>	Mid-term & Final Exams	60% (30% each)	Project Research Paper	20%	Quizzes (2)	10% (5% each)	Oral Presentation	5 %	Class Participation/Attendance (discretionary points)	5%
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<b>Activities</b>	<ul style="list-style-type: none"> <li>• Examine the concept of leadership and implications for effective organizational behavior and development.</li> <li>• Discuss and examine leadership theories and styles to expand the scope and depth of student’s knowledge of leadership.</li> <li>• Discover and examine the student’s self-knowledge of his or her skills, traits, and preferred leadership styles and their critical roles in organizational effectiveness</li> </ul> <p>Class time will involve lectures, group exercises, and discussions of videos and cases. Exercises may be completed during and outside class. Assignments will be given throughout the course, including short cases and self-assessment exercises. There will be a midterm and a final examination. They will cover information in each half of the course. The final exam is NOT comprehensive. Exams will cover assigned textbook readings, <i>even if the material was not discussed in the class lectures</i>. In addition, the tests may cover material not in the textbook, but which was covered in lectures, videos, cases, or additional readings as determined by the instructor. Exams are designed to sample major areas covered in the course; emphasis on most critical topics. A topic’s importance can be roughly determined by the amount of time spent discussing and working with the topic. Case studies will be discussed in class for the purpose of applying learned concepts related to managerial leadership and organizational effectiveness. Scenarios presented will assist students in developing competencies required of professional managers and leaders. Students will problem solve in a classroom lab setting where all students and the professor will evaluate, critique, and make recommendations for enhanced interventions, strategies, and capabilities of students.</p> <p>Group/team work will allow students to work in “committee” settings very typical in today’s workplace and work world settings. Interpersonal skills, including collaboration and negotiation skills, will be utilized and may be challenged in demanding group and team work activities.</p>										
<b>Policy Statements: University Policies:</b>	<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.</p>										

	<p>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>  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>  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>  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.</p> <p><b>Student Assignments Retained</b>  From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</p> <p><b>Contact Hours for this Course</b>  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>
<b>Course Policies</b>	<p>Students are expected to do their own work. Students who claim that someone else’s work is theirs may face disciplinary action. Plagiarism can be avoided simply by use of quotation marks when quoting and citation when paraphrasing someone else’s work.</p> <p>This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student.</p>

<b>Weekly Schedule</b>		
	Week 1 (Jan 2)	Topics: <ul style="list-style-type: none"> <li>• Orientation, Introductions, Syllabus overview</li> <li>• Leadership is a Process, Not a Position.</li> <li>• Chapter 1, Everyone’s Business</li> <li>• Chapter 2, Leader/Follower/Situation Interaction</li> <li>• Assignment for Wk 2: Review Chapters 3,4</li> </ul>
	Week 2 (Jan 9)	Topics: <ul style="list-style-type: none"> <li>• Chapter 3, Education and Experience</li> <li>• Chapter 4, Assessing Leadership</li> <li>• Discuss Presentations/Project Requirements</li> <li>• Assignment for Wk 3: Read Chapters 5, 6</li> </ul>
	Week 3 (Jan 16)	Topics: <ul style="list-style-type: none"> <li>• Chapter 5, Power and Influence</li> <li>• Chapter 6, Leadership and Values</li> <li>• Assignment for Wk 4: Prep for Oral Presentations</li> </ul>
	Week 4 (Jan 23)	Topics: <ul style="list-style-type: none"> <li>• Oral Presentations; Quiz 1</li> <li>• Finish Chapter Discussions as Needed</li> <li>• Review for Mid-term exam/Chaps 1-6</li> <li>• Assignment: Study for Mid-term</li> </ul>
	Week 5 (Jan 30)	Topics: <ul style="list-style-type: none"> <li>• Mid-term Exam</li> <li>• Chapter 7 Discussion – Traits &amp; Behavior</li> <li>• Assignment: Review Chapters 8, 9; Prep Abstract and Outline for Research Paper</li> </ul>
	Week 6 (Feb 6)	Topics: <ul style="list-style-type: none"> <li>• Chapters 8 &amp; 9, Behavior and Skills</li> <li>• Abstract and Outlines due</li> <li>• Review Chapters 10 &amp; 11</li> </ul>
	Week 7(Feb 13)	Topics: <ul style="list-style-type: none"> <li>• Leadership Situations</li> <li>• Chapter Discussions</li> <li>• Assignment: Review Chapter 12</li> </ul>
	Week 8(Feb 20)	Topics: Chapter Discussions; Quiz 2; Papers Due <ul style="list-style-type: none"> <li>• Review for Final Exam</li> </ul>
	Week 9(Feb 27)	<ul style="list-style-type: none"> <li>• Final Exam</li> </ul>
<b>Additional Information</b>	Notify the instructor as soon as possible regarding necessary, emergency, or business travel absences. <i>It is the student’s responsibility to obtain notes and materials for class time missed.</i> (Note grading criteria concerning attendance and participation. Two missed classes/unexcused absences may constitute failure or course incompleteness. Tardiness/early departure will equate to absences and grade markdown accordingly.)	