2012

MGMT 614-2S Principles of Leadership

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XAVIER UNIVERSITY
WILLIAMS COLLEGE OF BUSINESS
DEPARTMENT OF MANAGEMENT AND ENTREPRENEURSHIP
MGMT 614-2S – PRINCIPLES OF LEADERSHIP
INSTRUCTIONAL SYLLABUS - SUMMER 2012

Instructors: Dr. Arthur Shriberg
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Telephone (XU): 745-4371
Telephone (Home): 770-0136
Fax (XU): 745-4383
E-Mail: shriberg@xavier.edu

Office Hours: As needed. Please contact me to make an appointment.

Class Location: Smith Hall 252

Class Time:

Sunday June 22  6:00 P.M. – 9:30 p.m.
Monday June 23  8:30 A.M. – 4:30 P.M. (experiential learning)
Tuesday June 24  8:30 A.M. – 4:30 P.M.
Sunday July 22  6:00 P.M. – 9:30 p.m.
Monday July 23  8:30 A.M. – 4:30 P.M.
Tuesday July 24  8:30 A.M. – 4:30 P.M.
Sunday August 5  6:00 P.M. – 9:30 p.m.
Monday August 6  8:30 A.M. – 4:30 P.M.
Tuesday August 7  8:30 A.M. – 4:30 P.M.

COURSE OBJECTIVES

The purpose of the course is to assist students in developing their knowledge, attitudes, skills and aspirations regarding leadership theory and practice. Upon completion of the course, the students will have:

- Developed an understanding of various theoretical approaches to leadership and leadership development.
- Reviewed various definitions of leadership and formulated their own personal definition and philosophy of leadership.
- Identified their own leadership characteristics.
- Practiced their skills in communicating leadership ideas to others.
- Experienced opportunities to develop and practice their leadership knowledge, attitudes, skills and aspirations.
REQUIRED COURSE TEXTS

  ISBN-10: 0471656623
  This textbook can be purchased online or in some bookstores

  ISBN-10: 068815428X
  This is widely available

  ISBN-10: 0316017922
  This is widely available

- Strengths Quest. You only need to purchase a 4 x 6 card with a code and instructions for the Gallup Strengths Finder instrument. Once you have the code, you access the instrument online using the instructions you will get with the code (the least expensive way to get the code, is to buy it from the Xavier bookstore). It is also included in a couple of books that are published by the Gallup Press with the words Strengths in their title. We are just going to use the instrument. The books include a lot of other commentary about the instrument.

- Material for Leadership Class – to be given out in class

CLASS ORGANIZATION

Each student will be assigned to a Work Team. This team will do one major project together and will be used as a Reference Group for in-class discussions.

CLASS ACTIVITIES

During the course, we will:

- Have guests who are leaders in industry, government, the church, education, the military or another institution. We will ask them a variety of questions, including those from the attached list.

- View brief videos that demonstrate leadership in action.

- Complete inventories that assess students’ individual leadership philosophy and that describe their behavioral preferences.

- Do skills building activities.

- Discuss some of the assigned readings.

- Participate in the experiential learning day.
GRADING

1. Grading will be based upon the following papers and exams:

<table>
<thead>
<tr>
<th>Points</th>
<th>Paper</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>Group Paper &amp; Presentation</td>
</tr>
<tr>
<td>40</td>
<td>Exam</td>
</tr>
<tr>
<td>30</td>
<td>Individual “view of leadership” Paper</td>
</tr>
<tr>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

2. 
   A  =  94 +
   A- =  90-93
   B+ =  87-89
   B  =  84-86
   B- =  80-83
   C+ =  77-79
   C  =  74-76
   C- =  70-73
   D  =  60-69
   F  =  Below 69

3. The closed book exam may include questions relating to all the assigned readings and in-class videos, discussions and presentations. It will take about two hours. You will be asked to answer 4 (out of 7) essay questions. The exam will be given in a room with computers available and must be typed.

4. Your View of Leadership paper is described on a separate page in this syllabus.

   Due August 20th at 9:00 am

5. Your group paper will be explained at the first class and is due when you give your oral presentation.

6. Attendance at the experiential learning day is required. You will want to include your reactions to the experiential learning day on your View of Leadership paper and it will be covered on the exam.

7. An evaluation form that will be distributed in class should be filled out for each group member and yourself. In the last class you will share these forms to each group member.

8. Please e-mail your View of Leadership Paper to me at shriberg@xavier.edu by August 20th by 9am. I will NOT acknowledge receipt. If I do not have your paper, I will contact you.

INSTRUCTIONAL SYLLABUS

1. The Instructional Syllabus is subject to change by class announcement.

2. The material listed in the syllabus will be covered as time permits.

3. The books should be brought to each class session.
TEAM PROJECT

The class will be divided into teams. Teams will be able to choose from two options:

Option 1: Best Leadership Practice
Option 2: Research and/or Critique

Each team will be expected to make a presentation of 20-25 minutes on the day assigned and turn in one team paper on the presentation day. This assignment is worth 30 points (15 points based on the presentation and 15 points based on the paper). All group members need not be presenters. The paper should indicate how each group member participated in the project.

Option 1: Best Leadership Practice

Paper & Presentation

The Assignment

Each student group will spend a minimum of one-half day "shadowing" two individuals who are leaders, and prepare a paper describing, comparing, and contrasting their leadership styles in terms of our readings and learnings in class. During the "shadowing" experience, observations should be made and appropriate questions asked that address, but are not limited to, the following topics:

1. What is the leader's professional background and history?
2. What position and responsibilities does the individual have within the organization?
3. What are the sources of power exercised by the leader? How are they used?
4. What is the individual's philosophy or theory of leadership? How is it implemented?
5. What leadership traits and/or characteristics does the individual exhibit?
6. What leadership image does the individual project (i.e., how do others see the leader)?
7. What is the decision-making style or manager? Why?
8. Does the leader seem to have a vision for the organization? If so, what is that vision?
9. Is the person a better leader or manager? Why?
10. Does the person understand diversity?
11. Can you (personally) identify with this leader? Why, or why not?

The group should interview at least three individuals who work closely with the leader. Ideally, one should be a superior, one a colleague and one a subordinate in the organization.

The Paper

Each group will present a paper (papers usually average about 8 single spaced pages) describing the topic (appendixes may be added). Please specifically indicate what work each participant did at the end of the paper. The paper should utilize material from all aspects of the course; it should describe the leader's theory, style, and approach to leadership- giving examples and suggesting the strengths and limitations of the leader's approach. You should explain how all the data was gathered (who was interviewed, time spent shadowing, documents reviewed, etc.).
The Presentation

Each student group will deliver a 20-25 minute presentation to the class describing their leader in as creative and as informative format as possible. Help the class understand how the person thinks, feels and approaches issues. Help the class see the strengths and weaknesses of this approach. Please tie your presentation to the texts and material covered in class. Help us to see if the leaders do indeed apply what our readings explain.

Option 2: Leadership Research/Critique

Paper & Presentation

The Assignment

Each team will chose a topic related to leadership (such as leadership and gender, leadership in South America, teaching leadership to children (ages 6-9), how the last three presidents have practiced leadership, applying new leadership theories to government, new ways to apply power in leading manufacturing firms, how “leadership” is evaluated in the military, etc.). A wide range of topics are acceptable. Please clear your topic with me.

The Paper

Each group will present a paper (papers usually average about 8 single spaced pages) describing the topic (appendixes may be added). Please specifically indicate what work each participant did at the end of the paper.

The Oral Presentation

Each student group will deliver an approximately twenty to twenty-five minute presentation to the class describing the topic within the context of the course materials. Students are encouraged to be creative and use role plays, debates, videos, exercises, or other techniques which help to demonstrate the various concepts covered. Please “teach” the class about your topic!

YOUR VIEW OF LEADERSHIP PAPER

Define and describe your own theory or approach to leadership. Using any material you wish from any part of the course (or any other sources) describe in detail your theory of leadership and then explain its implications for you in your day-to-day life. I am interested in both your explanation of your personal leadership theory as well as how you implement this theory. Papers usually average about 8 single spaced pages.

Hint: All the readings and the textbook contain material that could be used in your answer. Make sure to include some of this material in your answer. You might also wish to include your learnings from various speakers, the experiential learning day, and class presentations as well.

LEADERSHIP INTERVIEWS

When interviewing leaders for your paper or when guests come to class, the following list is a sampling of questions that you might ask. This list is not inclusive and there are many questions you might wish to add or omit from the list.

- Tell me about your career path and career decisions.
- What is your background in terms of education and experience?
- What is your definition of leadership?
- In your opinion, what does a leader do that distinguishes him/her from others?
- What is your personal philosophy of leadership?
When you think of your own characteristics as a leader, what would you describe as skills you have acquired and what would you consider as traits you have always possessed?

How would you characterize your own style of leadership?

Who do you consider to be great leaders?

Who have been influential people for you in terms of leadership?

How did you learn leadership?

What are some of the most important lessons about leadership you have learned?

What are some of the personal rewards you experience as a leader?

For you, what would you consider to be the most difficult aspect of being a leader?

What are your goals and ambitions?

What advice do you have for today's young leaders?
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>July 22</td>
<td>Introductions&lt;br&gt;Review of syllabus&lt;br&gt;Hand out <em>Materials for Leadership Course</em> Booklet&lt;br&gt;Opening Exercise&lt;br&gt;Prepare for Experiential Learning Day&lt;br&gt;Form Groups</td>
</tr>
<tr>
<td>July 23</td>
<td>Experiential Learning Day</td>
</tr>
<tr>
<td>July 24</td>
<td>Class Guests and “Video” Guests&lt;br&gt;Review <em>Practicing Leadership</em> Chapters&lt;br&gt;Review results of Strengths Finder Instrument&lt;br&gt;Preview work to be done before next set of classes</td>
</tr>
<tr>
<td>To be completed before August 5</td>
<td>Complete all readings:&lt;br&gt;All chapters of <em>Practicing Leadership</em>&lt;br&gt;<em>Outliers</em>&lt;br&gt;<em>Gung Ho</em>&lt;br&gt;Brief article in <em>Materials for Leadership Course</em> Booklet&lt;br&gt;Complete LBA2 (pg. 25-33 of the course handout)&lt;br&gt;Be ready with group presentation&lt;br&gt;Be ready for exam&lt;br&gt;Bring or buy lunch (when appropriate we will order lunch for the class)&lt;br&gt;Be ready to learn and have fun</td>
</tr>
<tr>
<td>August 5</td>
<td>Group Presentation*&lt;br&gt;<em>Midterm</em></td>
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<tr>
<td>August 6</td>
<td>Guest Speaker&lt;br&gt;Group Presentations*&lt;br&gt;LBA II reviewed</td>
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<tr>
<td><strong>Lunch</strong></td>
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<tr>
<td>August 7</td>
<td>Group Presentations*&lt;br&gt;Group and Course Evaluations</td>
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<tr>
<td><strong>Lunch</strong></td>
<td></td>
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<tr>
<td>After Class (optional)</td>
<td>Honor “Graduates”</td>
</tr>
<tr>
<td>August 20</td>
<td>View of Leadership Paper due</td>
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</tbody>
</table>
Directions to:
Camp Campbell Gard
4803 Augspurger Road
Hamilton, OH 45011
513-857-0600

From I-75:
Exit I-75 at route 129 West toward Hamilton. Exit Rt. 129 at route 747 North. Turn right (north) onto Rt. 747 to Route 4. turn left onto Rt. 4 and proceed about 1 mile to Liberty Fairfield Rd. Turn right onto Liberty Fairfield Rd. and follow this for about a mile, over a small river, turn left on to Augspurger Road. Take Augspurger to Gephart Rd. (you will pass the main entrance to Camp Campbell Guard on your left, keep going) and turn right on

From I-275:
Exit I-275 at I 75 North and follow above Directions.

From Hamilton:
Take Route 127 North to New Miami. At the first light turn right onto Augspurger Rd and cross several sets of railroad tracks. Camp is about 2 miles on the right. Follow directions to Hughes Center.

From Oxford:
Take Route 73 East out of Oxford to Route 127 South to New Miami. At the third light turn left onto Augsburger Rd. and cross several sets of railroad tracks. Follow directions to Hughes Center. Camp is about 2 miles on the right.
Directions to the Hughes Center at Camp Campbell Guard

The Hughes Center is a nicely outfitted facility that is part of the Miami Valley YMCA. Camp Campbell Guard and the Hughes Center are located just west of Hamilton and north of Fairfield. Please use the following directions.

To get to the Camp Campbell Guard area take I – 75 north (towards Middletown north of I –275) to route 129 west. Take this to route 747 north. Follow 747 to Route 4 and turn left. Go to Liberty Fairfield Rd. and turn right, north. Follow this for about a mile (you will cross over a small river) turn left onto Augspurger Road. Take Augspurger to Gephart Rd. and turn right.

The Hughes Center is not located on the main campus of Camp Campbell Guard on Augspurger Road. The Hughes Center is located on Gephart Road which is west of the main entrance to Camp Campbell Guard about 1/10 of a mile. To reach the Hughes Center turn onto Gephart Road, you can go only one way from Augspurger. Once you get to the top of the hill the Hughes Center is on the left park by the first building and come on in.

It takes about 35 to 40 minutes to get to the Hughes Center at Camp Campbell Guard from Xavier.

For maps you can go to www.ccgymca.org.

If you get lost you can call Art Shriberg at 513 307 7834 (mobile phone) or Tracey DuEst at 513-678-6809 for assistance.

Transforming Workplace Relationships