2012

MGMT 614-01 Managerial Behavior

Jim Turner
turnerj3@xavier.edu

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Syllabus - MNGT 614 -01  Spring 2012
Managerial Behavior Th 6:00 – 8:30
10 Jan – 04 May

Dr. Jim Turner
Department of Management & Entrepreneurship, Smith 311
Office: 519 745- 3050; Home: 859-499-0542; Home Fax 859-499-0542
Turnerj3@xavier.edu

Required Texts:
On Caring, Milton Mayeroff

Course Objectives:
This course presents a review of the theories and research into leadership. Primary objectives are to recognize the elements of these theories that relate to the effective leadership of organizations. Emphasis is on developing insights about leadership that will assist class members in developing their own leadership style and abilities. Critical thinking about leadership is stressed.

Special emphasis will be given to understanding fundamentals of human motivation and the relationship of motivation to leadership. The class is an active learning environment in which students discuss leadership concepts, work on group projects, prepare and deliver research papers, and guide the discussion of the related material. In this seminar format students learn a great deal from working together, but only if everyone openly exchanges ideas and experiences.

Chapter Readings & Chapter Case Studies (Team Assignments) – Each student will be assigned as a member of a team. Case Studies will be assigned. Each team will be responsible for preparing and presenting case studies. Each team will appoint a different leader for each case study, ensuring that all team members are responsible to lead at least one case. It is the leader’s responsibility to ensure that each team member contributes to the case preparation and that the case write-up is completed and submitted when due. The team will be responsible for a write-up on each assigned case, and for guiding the class discussion of the case and of related text material. The team is responsible for preparing a list of guided-discussion questions to be used in leading the discussion. These discussion questions will be submitted, along with the write-up, for grading.

Individual Papers – Students will write two papers on leadership. Papers should be approximately 10 pages in length (excluding references). Topics for the first paper will be selected by students, approved by instructor (research, related news items, and historical events/characters, are prime sources). Students will present a summary of their research to the class and lead a discussion of the topic (~10 minutes).

Book Report – Each team will prepare a summary of the book (~10 pages) exploring behavior in organizations. Each team will present a summary of the book to the class.

The first paper will be presented on March 15th. The second paper will be based on the On Caring text or on another approved text. This paper will be due May 1st (no presentations).

Chapter quizzes: End-of-Chapter quizzes will be given. All quizzes will be take-home (chapter review questions in the text) and will be due on the Thursday of the chapter discussion.
Grading: Distribution: Standards:
20% Individual Research Paper 90% - 100% = A
10% Individual Paper Presentation 80% - 89% = B
20% On Caring Paper 70% - 79% = C
30% Case Studies (Team Grade) 
20% End-of-Chapter Quizzes

Letter grades assigned to case studies and papers will carry mid-point weight, i.e., A = 95%, B = 85%.

Individual book reports are due on March 27th; On Caring papers are due on Apr 26th.

Case-Study Assignments: Case studies will be presented following the chapter lecture.

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<thead>
<tr>
<th>Week</th>
<th>6:00--8:30</th>
<th>My Lecture</th>
<th>Ch</th>
<th>Chapter/ Case</th>
<th>Team</th>
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<tbody>
<tr>
<td>1</td>
<td>12 Jan</td>
<td>Intro</td>
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<td>2</td>
<td>19 Jan</td>
<td>History of mgmt/ MBTI</td>
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<td>Leader Development</td>
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<td>3</td>
<td>26 Jan</td>
<td>Intro to personality 1</td>
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<td>4</td>
<td>02 Feb</td>
<td>Ethical traditions</td>
<td>8</td>
<td>Building Credibility and Influence</td>
<td>4</td>
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<td>5</td>
<td>09 Feb</td>
<td>Power and Influence</td>
<td>9/10</td>
<td>Groups and Teams</td>
<td>5/6</td>
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<tr>
<td>6</td>
<td>16 Feb</td>
<td>Why ethics</td>
<td>11</td>
<td>Developing Others</td>
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<td>7</td>
<td>23 Feb</td>
<td>Motivation</td>
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<td>8</td>
<td>01 Mar</td>
<td>Cynicism</td>
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<td>08 Mar</td>
<td>Spring Break</td>
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<td>10</td>
<td>15 Mar</td>
<td>Book Presentations</td>
<td>12</td>
<td>The Situation</td>
<td>2</td>
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<td>11</td>
<td>22 Mar</td>
<td>Book Presentations</td>
<td>13</td>
<td>Contingency Theories</td>
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<tr>
<td>12</td>
<td>29 Mar</td>
<td>Motivation 1</td>
<td>14</td>
<td>Leadership and Change</td>
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<td>13</td>
<td>05 Apr</td>
<td>Motivation 2</td>
<td>15</td>
<td>The Dark Side of Leadership</td>
<td>6</td>
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<td>14</td>
<td>12 Apr</td>
<td>Video: Systems</td>
<td>16</td>
<td>Optimizing Leadership</td>
<td>6</td>
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<td>15</td>
<td>19 Apr</td>
<td>Social security</td>
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<td>16</td>
<td>26 Apr</td>
<td>Video: Stress</td>
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<td>17</td>
<td>28 Apr</td>
<td>Finals</td>
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<td>18</td>
<td>04 May</td>
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Required texts:


Supplemental texts:


Managing to Learn: Using the A3 Management Process, John Shook


The Machine that Changed the World, Womack, Jones, Roos

The Brighter Side of Human Nature: Altruism and Empathy in Everyday Life, Alfie Kohn

Toyota Kata: Managing People for Improvement, Adaptiveness, and Superior Results, Mike Rother

Suggested Research Topics

- Historic Leaders (choose one)
- Power
- Charismatic Leadership
- Systems of Leadership
- Strategic Leadership
- Transformational Leadership
- Leadership and Teamwork
- The Functions of Leadership in Modern Organizations
- The Dark Side of Leadership
- Personal Leadership
- Leadership in Dynamic Systems
- Servant Leadership
- Team Leadership
- Leadership Substitutes
- The Function of Character in Leadership
- Democratic Leadership
- Leadership Development
- Leadership Responsibilities
- Directive Leadership
- Gender Differences in Leadership