2012

MGMT 314-01A Leadership Theory and Principles

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MGMT 314  Leadership Theory & Principles:
Theory and principles provide a frame for the course’s practical objectives: that you (a) understand your innate model or style, and (b) develop skills for correct, effective, and adaptive leadership and communications.

There will be ample activities (self-surveys; business and situational case analysis and presentation; reflections) for developing effective message content and structure, while the process and presentation are opportunities themselves used for as well:

What you learn, ultimately, must be reducible to a “pocketable” model if it is to be enduring and adaptive. The information era places you in a world of complex and quickly shifting context; conflicting goals; and fluid relational dynamics. This course can help you articulate and develop your model.

Pre-requisite: MGMT 300. 3.000 Credit Hours

Course Objectives
To develop:
- A personal definition of leadership style;
- A practical framework what leadership is, and what it does.
- An ability to critically view leadership and evolve one’s theories within changing context.

These we accomplish by exploring:
- What leadership is; and what it does;
- What traits, skills, experience, & context/situational factors determine leadership style and effectiveness;

Using the following resources:
1. Historical and individual concepts and practice;
2. Personal experiences and insights
3. Self-inventory questionnaires
4. Cinematic portrayal of leadership and its development;
5. Case studies (special note: To Be Finalized)
6. (Guest speaker)
7. Readings;

Grading
10% Attendance
25% Individual One-Page reflections on chapter self-appraisals: Integrating chapter theory and self-surveys into a personal leadership model:
25% Individual Final Paper: My Key Takeaways, and My Personal Development Plan
25% Group Case Studies: Instructor grading
15% Group Case Studies: Group-mates’ grading of individual’s participation

90% - 100% = A
80% - 89% = B
70% - 79% = C

Leadership is about responsibility and integrity. In that spirit, this course emphasizes class participation and interaction, rather than quizzes.
<table>
<thead>
<tr>
<th>Session</th>
<th>Prep Assignment / Topic</th>
<th>Group Deliverables</th>
<th>Additional Reading/Materials</th>
<th>Individual Papers</th>
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<tbody>
<tr>
<td><strong>SMITH 349</strong></td>
<td><strong>Text:</strong> Northouse, Peter G.: <em>Leadership Theory and Practice</em> Sixth Edition, 2013 Sage Publishing</td>
<td><strong>Case Study Groups:</strong> Groups of 4-5 individuals&lt;br&gt;B. Written case analysis&lt;br&gt;B. Class Discussion leadership.&lt;br&gt;<strong>Peer Reflection Groups:</strong> (Groupings to be announced)&lt;br&gt;<strong>Intragroup discussions in class. Topics to be announced.</strong></td>
<td><strong>Master &amp; Commander:</strong> <em>a movie based on Patrick O’Brien’s book: viewed in-class.</em>&lt;br&gt;Each scene is a showcase of leadership or non-leadership, good and bad. You will find each character in the ensemble has an equivalent player you may have met in any modern organization or business enterprise.</td>
<td><strong>One-Page Briefs:</strong> Insights from the session’s text theory and self-surveys, and how they are integrating into your personal leadership model. &gt;&gt; Presenting Case Groups are exempt from that day’s One-Page Brief.</td>
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<td><strong>AUG 12</strong></td>
<td><strong>Northouse Ch 1 Overview</strong>&lt;br&gt;10,000-ft fly-over: Getting my arms around the theories</td>
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<td><strong>AUG 18</strong></td>
<td><strong>Northouse Ch 2, 3, 4</strong>&lt;br&gt;Trait, Skill, Style&lt;br&gt;Cases: 2.3, 3.2&lt;br&gt;Self-inventory:&lt;br&gt;Trait Questionnaire, p 38&lt;br&gt;Skills Inventory, p 69&lt;br&gt;Style Orientation, p 93</td>
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<td><strong>One-Page Brief</strong> on how the session’s text theory and self-surveys are integrating into a personal leadership model.</td>
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<td><strong>AUG 25</strong></td>
<td><strong>Northouse Ch 5, 6</strong>&lt;br&gt;Situational, Contingency&lt;br&gt;Cases: 5.1, 6.3&lt;br&gt;Self-Inventory:&lt;br&gt;Situational, pp 116&lt;br&gt;LPC Metrics, pp 134</td>
<td>Groups A &amp; B&lt;br&gt;A- 5.1&lt;br&gt;B- 6.3</td>
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<td><strong>One-Page Brief</strong> on how the session’s text theory and self-surveys are integrating into a personal leadership model.</td>
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<td><strong>SEP 01</strong></td>
<td><strong>Northouse Ch 7, 8</strong>&lt;br&gt;Path-Goal; Exchange&lt;br&gt;Cases 7.1, 8.1&lt;br&gt;Self-Inventory:&lt;br&gt;Path-Goal pp 155&lt;br&gt;“LMX” Exchange, pp 180</td>
<td>Groups C &amp; D&lt;br&gt;C- 7.1&lt;br&gt;D- 8.1</td>
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<td><strong>One-Page Brief</strong> on how the session’s text theory and self-surveys are integrating into a personal leadership model.</td>
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<td>Week</td>
<td>Reading</td>
<td>Self-inventory</td>
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<td>SEP 08 5</td>
<td>Northhouse 9, 10, 11 Transformational, Servant, Authentic Cases 9.3, 10.2</td>
<td>MLQ Short form, pp 213 Servant Leadership, p 245 Authenticity, pp 280</td>
<td>See BlackBoard for readings on: Cognitive Sciences: <em>Can We Make Decisions Without Emotion?</em> Leaders Communicate: <em>Articulation &amp; Inspiration: Lessons from Poetry</em></td>
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<td>SEP 15 6</td>
<td>Northhouse 12, 13 Team, Psychodynamic Cases 12.1, 13.2</td>
<td>Team &amp; Leadership, pp 313 Myers-Briggs abbrev, pp 345 (Optionally Myers-Briggs full)</td>
<td>Master &amp; Commander: The 19th century English warship as a military command and as an enterprise. - <em>What defines leadership?</em> - <em>What determine leadership style and effectiveness?</em> - <em>To the extent leaders are made:</em> The Captain as Master: Leadership as management; The Captain as Commander: Alone at The Top Tactical Management</td>
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<td>SEP 29 8</td>
<td>Northhouse 16 Ethics</td>
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<td>Guest Speaker (to be announced)</td>
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<td>OCT 06 9</td>
<td>Review and Integration: Striving for a “Pocketable” Model</td>
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<td>Individual Elocution (oral delivery of your final paper)</td>
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