Leadership in Organizations Management 475  
Fall, 2012 Monday Class

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Office hours: Monday 1:00 – 1:45, Wednesday 1:00 – 1:45 and by appointment. I enjoy talking to students so feel free to come by.


Learning Objectives: Leadership is about creating change. The goal of this class is to provide you with the skills and personal insights to lead any type of organization.

College of Business Administration Program Goals: BSBA students will graduate being:

- Effective Communicators
- Critical Thinkers
- Able to Analyze Ethical Problems
- Global in their perspective
- Knowledgeable about the essentials of business

MGT 475 contributes to these goals through its student learning outcomes. After taking this class, you should be able to:

1. Discuss the role of individual difference characteristics in leadership.
2. Compare and contrast leadership and management.
3. Define power sources in an organization and its key role in leadership.
4. Identify ways to motivate, empower, and inspire others.
5. Describe different models and theories of leadership.
6. Explain the leadership practices necessary to implement change, including overcoming resistance to change and the importance of vision.
7. Describe the role culture, diversity and gender can play in leadership.
8. Demonstrate skills in communication, negotiation and solving problems in a group environment.
9. Have a greater self knowledge so that you can create a personal mission statement which will help you lead others.

Teaching Philosophy:

While I will be lecturing on a great deal of the material in the textbook, I do not believe in “spoon feeding” you the material. I am making the assumption that you will be able to read and comprehend what is in the book on your own. I feel my role is to supplement the material as well as to stimulate and motivate you. Should you have any questions though, I do encourage you to ask them either in class or after class.

Assignments

All reading and writing assignments must be completed prior to coming to class. Approximately 15% of your grade will be based upon class participation so it is imperative that you are prepared for each class.

8/27 Course Introduction –Discussion of Syllabus and Project requirements  
What is a Learning Organization? What is Leadership? What is Service Leadership?

9/3 Labor Day -- No Class, but you need to Read Chapter One  
You should also start working on the written assignments due on 9/10
Formation of Servant Leadership teams. Teambuilding
*(If you miss this class you will need to withdraw from the course as you won’t be on a team)*
Read Chapter Eight on Teams and Teamwork pages 277 -294

Written assignment #1: You need to describe a possible servant leadership project. In your typed one page paper you should describe who you want to help or what cause you want to promote, why you want to help that group/organization/cause and what you envisioning accomplishing over the course of the semester. (5 points)

Written assignment #2: Write a one to two page autobiography. Your story needs to capture the true essence of your background (who you are) and your aspirations for the future. Your story needs to be interesting and of course true. You also need to attach a color photo of yourself to your paper. (More will be discussed about this in class).

Individual Differences and Self Discovery – Guest Lecturer
During the first half of class, you’ll be examining your values, skills and personality. You’ll have the last half of class to work on your service project. **Read Chapter Two (pages 29 – 61)**

1) You need to have taken your Strong assessment test by today. The assessment must be taken in Career Services and costs $10.00. (Specific instructions will be discussed the first day of class.)

2) Complete Personality test prior to class. Then go on Blackboard (under lecture notes) and print out the descriptions of your personality type. There are two different files you’ll need to open up.

**Group Mission Statement due.** See below for the specific requirements (15 points)

Personal Leadership & Individual Differences -- Discussion of Strong results and other assessments
Read Chapter Two C on Cultural Values and Chapter Three
Complete self assessment exercises 2-2 and 2-5 (pages 63-65) and FIRO and assessment on pages 70 - 72. (It will take you around an hour to complete these assessments). Record your assessment results on a separate sheet of paper which you must turn in at the beginning of class for participation points.

Continuation from last time
For homework, you should be working on your service project.
Personal Vision Statements (8 students)

Solving Problems Rationally and Creatively -- Read Chapter Four
You should also be prepared to discuss the progress of your service project
Personal Vision Oral presentations (6 students)

Personal Vision Oral presentations (9 students)
Midterm Examination on Chapters 1, 2, 3, 4, and 8

Empowering and Delegating -- Read Chapter Five
Personal Vision Oral presentations (16 students)

Communicating Supportively, Nonverbal and Cross Cultural Communication
Read Chapter Six (A and B)
Personal Vision Oral presentations (8 students)

Power and Leadership; Negotiating Effectively in a group setting
Read Chapters Seven and Nine
Personal Vision Oral presentations (10 students)

Thank a Veteran – Veteran’s Day Observance – No Class
This week would be a good opportunity to complete your service project.
11/19  Six Service Project Presentations

11/26  Continuation of Service Project Presentations
Change Management, Organizational Development and Systems Thinking (Peter Senge)
Read Chapter 10 A and B

12/3  A framework for positive change and Personal Leadership
Read Chapter 11 A and B
Group written project due

The final examination is December 10 at 4:00 p.m.

<table>
<thead>
<tr>
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<th>Possible Points</th>
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<tbody>
<tr>
<td>Midterm examination</td>
<td>100 points</td>
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<tr>
<td>Final Examination</td>
<td>100 points</td>
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<tr>
<td>Group Project</td>
<td>100 points</td>
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<tr>
<td>Class participation &amp; other activities</td>
<td>60 points</td>
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<tr>
<td>Oral Presentation</td>
<td>15 points</td>
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<tr>
<td>Total Possible Points</td>
<td>375 points</td>
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Grades will be based on the following scale; although I may lower the percentages needed for a particular grade at my discretion. I will not raise the scale though.

Greater than 93%    A
90% - 92%           A-
87% - 89%           B+
83% - 86%           B
80% - 82%           B-
77% - 79%           C+
73% - 76%           C
70% - 72%           C-
63% - 69%           D
Less than 63%       F

Class Guidelines and Rules

- You are expected to attend class. About ¼ of your grade will come from in-class activities; including quizzes on the readings.
- There will be no make-up opportunities for any in class (or out of class) exercises or quizzes unless prior arrangements are made.
- Any form of cheating will result in an F for your semester grade.
- I expect you to be respectful when I am lecturing or when other students are presenting. I encourage you to raise your hand to ask a question and to partake in class discussions, but talking to your neighbor is not acceptable behavior. If I feel you are being disruptive, you will be asked to leave the room and you will not get any credit for any assignment completed on that day (even if it was completed before you were asked to leave.)
- Late papers will be penalized 10 points per day.
- Cell phones must be turned off or put on vibrate mode in class. During exams they must be turned off.
Assignments

A. Class participation and miscellaneous in-class activities will be worth 60 points.

B. “Personal Vision” Oral Presentation: You are required to give a 3 - 4 minute oral presentation discussing your personal mission in life. In other words, you are required to articulate your personal mission statement. In general, you should cover the following areas: 1. What do you want to be known for (what is your purpose in life) and why do you feel that way? 2. How would you like to be remembered in the community and by your family? 3. At the end of your life, what would you like your proudest accomplishment to be?

I realize that these three areas overlap and so you can utilize any approach that you are comfortable with. You will be evaluated based upon your clarity of thought, your passion and rapport with the audience, your organization (including your ability to keep the presentation to 3 - 4 minutes), voice quality and pace, and mannerisms and body language. The presentation is worth 15 points. (See Blackboard for the grading rubric.)

C. Servant Leadership Project: You are going to be forming groups of six – seven individuals. Your objective will be to make the “world a better place” through your efforts. Your project can serve the SDSU community or the broader community either locally, nationally or internationally. The project’s budget should be a minimum of $100 (although this requirement is flexible based upon your project) and there should be a minimum of 100 man/woman hours devoted to the project. Ideally, your project will be transformative, sustainable, involve other people and have a lasting impact.

You can either self-fund the project or you can raise the money from others to come up with the $100. With respect to the 100 hours, you can either devote the time yourself or you can engage others to help you with your project. You will need to provide me with an accounting of your time and money.

You will be evaluated on how well you planned and executed your project, how well you worked as a team, the level of impact you had in the community and on what you learned about leadership from the experience. (We will talk more about this in class)

If you have someone in your group who is not performing up to the other member’s expectations, you may terminate that person from your group. If you decide to terminate that person, you need to let me know in writing the reason why you are doing so. You may “fire” someone up until October 29th. If you terminate someone, that student will receive a zero for the project. (You can’t use his/her points though – see next page.)

In your final paper, your group will have the opportunity to reward the student(s) who contributed more to your project and penalize the student(s) who contributed less to the project. The possible range of the weighting is from 80% to 120% of the points received on your final paper. If one or more people are rewarded with an additional percentage of the grade, one or more people will need to receive a lower percentage of the grade. For example, if your group receives a 50 on the final paper, it is possible for one person to earn 60 points (50 * 120%) and another person to earn 40 points (80% of the grade) or two members could receive a 45 (90% of the grade). Any combination is possible assuming any percentage increases are equaled by percentage decreases.
Servant Leadership Project Assignments

Mission Statement (15 points) Due September 24th

1. A mission statement or purpose statement represents the fundamental reason for your group’s existence.
   a. What is your mission or purpose for being (other than it is a course requirement)? In other words, what social problem do you want to address or who would you like to help/serve?
   b. Why is the issue you are addressing important to your group?
   c. What organization, if any, are you working with? Who at the organization is your main contact person?
   d. Why did you decide to work with them?

2. A vision is a picture of the future you seek to create. Your vision should represent a specific destination. Your vision statement should describe where you want to go and what it will feel like when you get there.
   a. Specifically what is your vision? In other words, if you are successful what results do you envision?
   b. If you are going to be working with/for an organization, briefly describe your initial meeting(s) with them. How did that meeting shape your “shared vision?”
   c. How do you think you will feel if you are successful fulfilling your vision?

3. Goals (or action items) are more specific. Goals represent what people commit themselves to do in order to achieve their vision. Goal setting or strategic planning is a process intended to increase efficiency and effectiveness by specifying what needs to be done and by whom.
   a. Specifically, describe your “action plan” or step by step strategic plan in order to fulfill your vision. In other words, describe in chronological order, what needed/needs to be done in order for you to be successful and who in your group is going to be responsible for what.
   b. How do you plan to communicate with one another throughout the project i.e. how often do you envision meeting face to face versus utilizing email or other forms of electronic communication?
   c. What support will you need from the organization or from people outside your group?

4. What possible issues/challenges do you anticipate? How do you intend to deal with those challenges?
Oral presentation Requirement (25 points)

Your presentation needs to be 22-24 minutes as we need to complete six presentations in one class. (See blackboard for the grading rubric.)

1. You need to begin by introducing the members of your team.

2. Next, you need to describe exactly what you did/what you accomplished. How did your results compare to your initial mission/vision statement?

3. You need to state approximately how many hours you devoted to the project and how much money you raised/spent.

4. You need to describe what factors contributed to your success or failure. How well did you work as a team? Did everyone contribute equally to the project? If not, why did some people contribute more than others?

5. You need to describe how you feel about the results. Are you satisfied with what you accomplished? Why or why not? (You should each comment individually.)

6. You need to describe what you learned about leadership in general and servant leadership in particular by completing this project. (You should each comment individually)

Servant Leadership written group project. Due December 3rd (60 points possible)

1. Specifically describe what you accomplished. If applicable, you should address the following questions: How much money did you raise? How many people did you serve? What sort of feedback did you receive from those you served? Is your project sustainable or was it a onetime effort?

2. How do you feel about what you accomplished?

3. How did your actual results compare to your mission/vision statement you prepared at the beginning of the semester? If they differed, what factors affected your end result?

4. Specifically, describe the process you used to complete your project. You need to describe the number of meetings you had, how you organized yourselves (split up the work), the number and types of interactions you had with the group you were “serving”, etc.

5. How could you have improved the process so that you were more efficient and effective? As part of your answer, you should discuss what were your biggest obstacles? What could you have improved upon?

6. Who played what roles in the group? You need to be very specific and describe who did what. Why do you think people played the roles that they did?

7. What were the norms of your group? How did they get established? Did anyone violate any of the norms? If so, what were the consequences?

8. Do you feel that everyone contributed equally to your project? If not, who contributed more to your project and who contributed less? Why do you feel that certain people contributed more or less? **In addition, as part of your answer you should specify how you would like to allocate the points earned on this paper. (See the guidelines specified elsewhere in the syllabus.)**

9. What did you learn about leadership in general (creating change) and servant leadership in particular from the project?
## Group Oral Presentation Rubric

### Project ____________________________

<table>
<thead>
<tr>
<th></th>
<th>Below Expectations 0 – 2 point</th>
<th>Meets Expectations 3 - 4 points</th>
<th>Exceeds Expectations 5 points</th>
<th>Points Earned</th>
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<tbody>
<tr>
<td>The project was worthwhile and meaningful.</td>
<td>It didn’t appear to be much help to any individuals or groups.</td>
<td>It appeared to be a meaningful project and helped serve the targeted group.</td>
<td>It was a very meaningful project and really helped the targeted group.</td>
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<tr>
<td>The project appeared to be challenging given the number of students in the group.</td>
<td>It appeared pretty easy and did not require a lot of thought or effort.</td>
<td>It appeared to be reasonably challenging as far as complexity and effort.</td>
<td>It was an extremely challenging project with respect to its complexity and the amount of time expended to complete it.</td>
<td></td>
</tr>
<tr>
<td>The group was successful in completing their mission/vision.</td>
<td>They didn’t fulfill their mission/ vision.</td>
<td>There were mostly successful in fulfilling their mission; although not completely.</td>
<td>They were fully successful in completing their mission.</td>
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<tr>
<td>The group appeared to learn from the experience.</td>
<td>It doesn’t appear that they learned much from the experience.</td>
<td>They appeared to have learned some from the experience, but it doesn’t appear like they fully processed the group dynamics.</td>
<td>They were able to learn a lot from the process by reflecting on their strengths and weaknesses.</td>
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<tr>
<td>The group appeared to work well as a team</td>
<td>It appeared that everyone “did their own thing” and/or some people did not contribute very much to the project.</td>
<td>They generally worked well as a team; although there appeared to be a lot of wasted energy. Not all of the members were fully engaged.</td>
<td>The group worked very well as a team and relied on each other's strengths and interests. Everyone seemed fully engaged.</td>
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Grand Total ____________  
25 points possible