SAN DIEGO STATE UNIVERSITY
COLLEGE OF BUSINESS ADMINISTRATION
MANAGEMENT 475
M/W/F: 10:00 a.m.
LEADERSHIP IN ORGANIZATIONS
FALL 2013
DR. BLUE ROBBINS

Office: Student Services East, Room 3364
Telephone: 858-755-4404
Office Hours: Before class, after class, and by appointment
Email: brobbin7@san.rr.com

Required Text:

Blackboard:
This is a blended class. Please access Blackboard throughout the semester to review the syllabus, contact information, assessment grades, class announcements, faculty information, power point presentations of the class curriculum, course documents, message box, and other course information. Please be sure to keep your e-mail address on Blackboard current. For Blackboard Technical assistance, please call the Help Desk at 619-594-3189 OR Help Desk email: scc@rohan.sdsu.edu The Blackboard Support website is http://its.sdsu.edu/blackboard/

Course Description:
The course will focus on leadership as it relates to organizational effectiveness. Leadership topics will include leading change, leadership skills, leadership traits and behavior, influence and values, developing leaders, definition and significance of leadership, leadership theories, power and leadership, and leadership in a global and cultural context. In addition, you will build a greater awareness of your leadership capabilities. Course objectives will be achieved through lectures, discussions, group activities, experiential exercises, exams, and written analyses.
BSBA 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 those goals through its student learning outcomes.

Learning Outcomes:
Upon completion of this course, students will 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, leading a meeting, and solving problems in a group environment.

Course Requirements:
1. Participation in class discussion and group work is essential and expected to enhance the learning process. Attendance of this course is required.
2. Read the text prior to the scheduled date on the syllabus.
3. Participate in a team creative presentation and paper.
4. Participate as a leadership presentation evaluator.
5. Each student will complete a midterm and final exam.
6. Develop a personal mission statement.
Course Outline and Assignments
8/26: Introductions, Syllabus; Learning Outcomes; Course Expectations
8/28: Chapter 1: What do we Mean by Leadership?
8/30: Leadership Experiential Exercise
9/2: NO CLASS (Labor Day)
9/4: Chapter 2: Leader Development
9/6: Leadership Experiential Exercise
9/9: Chapter 3: Skills for Developing Yourself as a Leader
9/11: Chapter 4: Power and Influence
9/13: Leadership Team Creative Presentation Overview
9/16: Chapter 5: Leadership, Ethics, and Values
9/18: Chapter 6: Leadership Attributes
9/20: Leadership Team Presentation Prep.
9/23: Chapter 7: Leadership Behavior
9/25: Chapter 8: Skills for Building Personal Credibility and Influencing Others;
9/27: Leadership Team Presentation Prep.
9/30: Midterm Review Prep.
10/2: MIDTERM EXAM
10/4: Leadership Team Presentation Prep.
10/7: Chapter 9: Motivation, Satisfaction, and Performance
10/9: Leadership Experiential Exercise
10/11: Leadership Team Presentation Prep.
10/14: Chapter 10: Groups, Teams, and Their Leadership
10/16: Chapter 11: Skills for Developing Others
10/18: Leadership Team Presentation Prep.
10/21: Chapter 12: The Situation
10/23: Chapter 13: Contingency Theories of Leadership
10/25: Leadership Team Presentation Prep.
10/28: Chapter 14: Leadership and Change
10/30: Chapter 15: The Dark Side of Leadership
11/1: Leadership Team Presentation Prep.
11/4: Chapter 16: Skills for Optimizing Leadership as Situations Change
11/8: Leadership Team Presentation Prep.
11/11: NO CLASS (Veterans Day)
11/13: TEAM 1 LEADERSHIP TEAM CREATIVE PRESENTATION
11/15: Leadership Team Presentation Prep.
11/18: TEAM 2 LEADERSHIP TEAM CREATIVE PRESENTATION
11/20: TEAM 3 LEADERSHIP TEAM CREATIVE PRESENTATION
11/22: TEAM 4 LEADERSHIP TEAM CREATIVE PRESENTATION
11/25: TEAM 5 LEADERSHIP TEAM CREATIVE PRESENTATION
11/29: NO CLASS (Thanksgiving Break)
12/2: TEAM 6 LEADERSHIP TEAM CREATIVE PRESENTATION
12/4: TEAM 7 LEADERSHIP TEAM CREATIVE PRESENTATION
12/6: TEAM 8 LEADERSHIP TEAM CREATIVE PRESENTATION
12/9: TEAM 9 LEADERSHIP TEAM CREATIVE PRESENTATION
12/11: Prep for Final Exam; Closure
12/13: FRIDAY- 10:30 a.m. - FINAL EXAM

**GRADING**

<table>
<thead>
<tr>
<th>Course</th>
<th>Points</th>
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<tbody>
<tr>
<td>MIDTERM</td>
<td>175</td>
</tr>
<tr>
<td>FINAL</td>
<td>175</td>
</tr>
<tr>
<td>TEAM CREATIVE LEADERSHIP PRESENTATION</td>
<td>100</td>
</tr>
<tr>
<td>PARTICIPATION/EXPERIENTIAL EXERCISES/QUIZZES</td>
<td>50</td>
</tr>
<tr>
<td>Total Possible points</td>
<td>500</td>
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Grading will be based on the following scale:

- 465 points and greater A
- 450-464 points A-
- 435-449 points B+
- 415-434 points B
- 400-414 points B-
- 385-399 points C+
- 365-384 points C
- 350-364 points C-
- 315-349 points D
- Less than 315 points F
Experiential Exercises, Quizzes, Participation: Throughout the semester, we will have experiential exercises, quizzes, and discussions that will require your participation. Your first absence will not have any points deducted. All unexcused absences are ten points deducted, excused absences are only five points deducted, and extenuating documented circumstances are completely excused.

Please set your CELL PHONES in the SILENT/MUTE mode.

PERSONAL MISSION STATEMENT:
Each of you will complete a Personal Mission Statement (November 6). One of the most important aspects of Leadership is self-knowledge and particular awareness of your priorities and values. While there is no unique format or formula for creating your personal mission statement, the following guidelines may be helpful: Keep it simple, clear and brief. Your mission statement should touch upon what you want to focus on and who you want to become as a person (character) in this part of your life. Think about specific actions, behaviors, habits and qualities that would have a significant positive impact. Make sure your mission statement is positive. Instead of saying what you don't want to do or don't want to be, say what you do want to do or become. Include positive behaviors, character traits and values that you consider particularly important and want to develop further. Think about how your actions, habits, behavior and character traits in this area affect the important relationships in your life. Create a mission statement that will guide you in your day-to-day actions and decisions. Think about how your mission affects the other areas of your life. Is it balanced? Including an emotional payoff in your mission statement infuses it with passion and will make it even more compelling, inspiring and energizing. Remember that your mission statement is not cast in stone. It will continue to change and evolve as you gain insights about yourself and what you want out of each part of your life.

Team Case Analysis Creative Leadership Presentation:
A portion of your work this semester will be in teams. Learning to work together in teams is a vital skill that you will use
throughout your professional career, and as much experience that you may gain in understanding the strengths and limitations of teams will be to your advantage. Each team will prepare and present a Leadership Presentation during the course. The team will choose an approved topic from any of the Leadership chapters in our class text. The assignment will consist of two parts: 1) A creative oral team presentation on an approved leadership topic (approximately 20 minutes), and 2) A written summary of your presentation. Each team member is expected to participate in project discussions, preparation, and the actual team creative leadership presentation. Class time has been allotted for teams to work on this project.

**Team Case Written Analysis:**

Your leadership presentation summary paper should be three pages double-spaced. Additionally, add a title page and also add another page at the end with a signed list of all members (in alphabetical order by last name) with signatures beside typed names as well as role(s) and responsibilities that each team member contributed to the team presentation. You may use an outline format and bullet points if you wish. Include the names of all team members, and please do not use a binder. You must deliver your team summary paper prior to your team creative oral presentation at the beginning of class on the day you present. A References section should be included.

**TEAM CASE CREATIVE ORAL PRESENTATION:**

It should be apparent that the creative oral leadership presentation was carefully planned and coordinated (i.e., presenters should know their parts without confusion). The structure for the presentation should be creatively indicated and followed with transitions and internal summaries to help listeners follow the report. High quality linking and supporting visuals should be used when appropriate. Creating your own video is allowed but video downloads of any type are not permitted.