

Leadership and Management Development
MGMT 345.001, Spring 2006
“Dedicated to Peter Drucker: 1909-2005”
TR: 9:25-10:40 am, Beatty Center 320

Professor: Dr. Howard Rudd with Mr. Al Lifton, EIR

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Office Hours: TH: 8:15-9:15 and 10:50-11:50 am and T: 5:30-6:30 pm.
Appointments can be arranged at other times.

Course Description: The course will investigate a number of factors that determine leadership with special emphasis on vision. Leaders from a wide variety of disciplines, over the millennia, will be examined as to their effectiveness. Further, contemporary leaders will be selected in order to apply theories and concepts to current situations that may be easily visualized; some of these will be visitors to class. Out of the combined classroom experience, certain proven truths and theories will be postulated. Practical examples, involving the students, will be used to attempt to guide those who aspire to leadership as well as those who expect to recognize and be a support element for leaders.

Prerequisite: Junior Standing (60 hours)

Objectives of the Course:

1. To increase students' or associates' breadth and depth of knowledge of leadership and management development concepts, behavior, practice and related research. This is based on required texts, readings, lectures, and various supplemental materials.
2. To involve associates in applying decision-making and P.S.R. (Problem- Solution-Result) processes to various situations assigned to individuals or to teams. This will enable associates to identify key variables or critical success factors that are considered to be determinants of leadership effectiveness. In the process, it is expected that he/she will identify viable approaches for developing and/or continuing effective leadership in a variety of situations. In addition, associates will be involved in the process of designing key elements of a personalized leadership and management development portfolio that is professional enough to share with any prospective employer. Portfolio requirements are elaborated on in separate pages of this syllabus that includes an audit/checklist for turn-ins.
3. Leaders as well as alumni who have previously taken MGMT 345 will be invited to class in order for them to share their understanding of leadership challenges, their insights into "how to" and "how not to" develop and communicate a vision essential for effective leadership, the sacrifices and fulfillment involved in leadership, and the value of the developmental process resulting in a portfolio or personal assessment and professional development plan.
4. To maintain a forum where associate questions can be addressed in such a fashion as to

enhance their personal leadership and/or management development opportunities.

- Required Texts:** Covey, Stephen. *The 7 Habits of Highly Effective People*, Simon and Schuster, 1989.
DuBrin, Andrew J. *Leadership: Research, Findings, Practice, and Skills*, Houghton Mifflin Company, 2004.
Lencioni, Patrick. *Five Temptations of a CEO*, John Wiley, 1998.

Grade Composition:

Two take-home exams @ 50 points each.....	100 points
Weekly exams or Related Assignments on Required Texts.....	125 points
Leadership Analysis and Development Project/Final Portfolio.....	175 points
Portfolio to include SWOT on your potential for leadership.....	25 points
Active Participation includes attendance, presentations, team leadership, etc.....	75 points
TOTAL.....	500 points

Final will be your Leadership Portfolio. Extra credit opportunities may be made available.

- Grading Policy:** A - must earn at least 95.00% of total points
Guide – Cutoffs A- - must earn at least 91.67% of total points
B+ - must earn at least 88.33% of total points
B - must earn at least 85.00% of total points
B- - must earn at least 81.67% of total points
C+ - must earn at least 78.33% of total points
C - must earn at least 75.00% of total points
C- - must earn at least 71.67% of total points
D+ - must earn at least 68.33% of total points
D - must earn at least 65.00% of total points
F - anything less than 65.00% of total points

Associate improvement trends with special attention paid to the two examinations will be important factors for deciding grades that are at or near the margin.

Late Turn-ins and Exam Policy: Late assignments may receive a reduction in grade for every day late. **Each missing self-assessment will result in a half grade reduction and a missing overall summary not turned in with chapter 11-15 assessments will result in two-letter grade reduction.** Make-up exams will not be given unless approved for compelling reasons while missed quizzes will be counted as a “0” unless there are compelling reasons for the absence.

Honor Code, and Code of Conduct Policy: All students are expected to conduct themselves in a professional and courteous manner including coming to class on time and leaving early only with the prior approval of the professor. All students are expected to adhere to the College Honor Code.

Note: “As we express (exercise) our gratitude (leadership), we must never forget that the highest appreciation is not to utter words but to live by them.” ~ John Fitzgerald Kennedy

OUTLINE - MGMT 345.001

Date	Topic(s) Covered
	Assignment: Reading/Turn-in (to include chapter self-assessments) Self-Assessments and/or Exercises to be announced in class
Jan. 10,12	Course Syllabus and Relevance of Texts Leadership Development Project/Portfolio including SWOT Self-Assessments (33) and Portfolio Checklists The Nature and Importance of Leadership Leadership: “Doing the Right Thing vs. Doing it Right” Leadership vs. Management – Mr. Lifton Mission Statements: “The Vision Thing” Assignments: Covey Book w/emphasis on Habits 1/2 & Mission Statements DuBrin, Chapters 1/2 Chapter 1/2 Assessments/Exercises
17,19	“Essentials of Leadership” – Mission Statement Development Historical Development of Leadership Theory Traits, Motives, and Characteristics of Leaders Discussion on Covey Habits 1/2 Developing your Resume: An Inventory & Assessment Self-Assessments from Chapters Assignments: Covey Book w/emphasis on Habits 3/4 DuBrin, Chapter 3 Chapter 3 Assessments/Exercises
24,26	Charismatic and “Hitler’s Rise to Power” Discussion on Covey Habits 5/6 Communication including PSR’s (Anecdotes) – Mr. Al Lifton Self-Assessments from Chapter Assignments: Covey Book w/emphasis on Habits 5/6 DuBrin, Chapter 4 Chapter 4 Assessments/Exercises
Jan/Feb 31,2	Interviewing – Mr. Lifton Leadership Behaviors, Attitudes, and Styles “Essentials of Leadership” – Dr. Tom Kent on Transformational Leadership Discussion on Covey Habits 5/6 Self-Assessments from Chapter and Managerial Grid Assignments: Covey Book w/emphasis on Habits 7/8 DuBrin, Chapter 5 Chapter 5 Assessments/Exercises
7,9	“Essentials of Leadership” – Dr. Tom Kent on Leadership Research or

“Lessons of Leadership” - Transformational Leadership and
video on Ms. Hellene Runtagh, Executive VP of Universal Studios
Self-Assessment on Transformational Leadership
Discussion on Covey Habits 7/8
Self-Assessments from Chapter
Assignments: DuBrin, Chapter 5 & Assessments/Exercises
Start Resumes (**with** job or career objective)

- 14 Contingency and Situational Leadership
Film on Fiedler Theory
Path-Goal & Vroom Theory (possible exercise)
Self-Assessments from Chapter
Assignment: Prepare for First Examination
- Feb. 16 **Exam Number 1**, Chapters 1-5 including your Assessments/Exercises,
and Lectures, Films/Videos, Articles, and Speaker(s)
- 21 Planning and Goal Setting (including Locke Theory) Processes – Mr. Lifton
Assignments: DuBrin, Chapters 6,7
Chapter 6/7 Assessments/Exercises
- 23,28 Leadership, Ethics and Social/Civic Responsibility
Ethical Guidelines for Evaluating Decisions
Lessons of Leadership: Speaker on “Giving Back to Community”
Power, Politics, Gender, and Leadership
“Lessons of Leadership” – Speaker on Power and Politics
Self Assessments from Chapters
Assignments: DuBrin, Chapter 8
Chapter 8 Assessments/Exercises
Resume & Mission Statements Due after return
- Mar. 2 Influence Tactics of Leaders
Modern Management and Machiavelli (Rudd)
Self-Assessments from Chapter
Teamwork - Exercises
Assignments: DuBrin, Chapters 9,10
Chapters 9/10 Assessments/Exercises
- 14,16 Developing Teamwork – Mr. Lifton
Motivation (including Maslow and Vroom Theories)
Coaching Skills
Self-Assessments from Chapters
Assignments: Prepare for Second Examination

- 21,23 **Exam Number 2**, Chapters 6-10 including Assessments/Exercises,
and Lectures, Films/Videos, Articles, and Speaker(s)
Continue Motivation and Coaching Skills
Self-Assessments from Chapters
Assignments: DuBrin, Chapters 11, 12
Chapter 11/12 Assessments/Exercises
- 28,30 Creativity, Innovation, and Leadership
Communication (reinforce use of PSR's) and Making Speeches
"Essentials of Leadership and Innovation"
Self-Assessments from Chapters
Assignments: DuBrin, Chapter 13 & Assessments/Exercises
- Apr. 4,6 Strategic Leadership and Knowledge Management
"Essentials of Leadership" – SWOT Speaker
"Lessons of Leadership" – SWOT Speaker
Self-Assessments from Chapter
Assignments: Lencioni's "Five Temptations"
DuBrin, Chapter 14
Chapter 14 Assessments/Exercises
- 11,13 "Five Temptations" and Issues related to Weaknesses
International Aspects of Leadership
"Essentials of Leadership" – Speaker on International
Self-Assessments from Chapter
Assignments: DuBrin, Chapter 15
Chapter 15 Assessments/Exercises
Portfolio due on April 18
- 18 Cultural Diversity and Leadership
"Essentials of Leadership" – Speaker on Cultural Diversity
Assignment: Review Chapter 14
- 20 Leadership Development, Succession, and Followership
"Lessons in Leadership" – Speaker on Current Topics such as
"Attaining Synergies related to M & A" or
"Corporate Governance including structure and decision-making" or
"Board vs. CEO vs. Legal Counsel vs. Stockholder/Investor" or
"Global Benchmarking, Best Practice, and Accountability"

Thank you for sharing your valuable time with us while also respecting our individual differences. We hope you have learned a great deal from this course and have a portfolio you feel you could share with any of your associates, fellow professionals, and prospective employers!

LEADERSHIP PORTFOLIO: Grade = 200 points (including Resume & SWOT)

- | I. | Self-Analysis (Who are you?) | DUE DATES |
|------|--|-----------|
| A. | Resume (50 points)
Requires specific career/job objective that ties to Mission Statement
Include acquired education, relevant coursework, experience, and skills
Note that any spelling errors will result in a grade of ‘F’ | 3/14 |
| B. | Evaluation Exercises (75 points)
You will need to provide at least two paragraphs on each of the 33
Self-Assessments assigned in the syllabus plus any additional assigned in-
class including those expected from our guest speakers. Each write-up will
include: 1) one paragraph on your score and its meaning to you; and 2) one
paragraph on the implications of the score for your leadership potential. Please
turn these in during the class period following your scheduled exams: Chapters
1-5 on 2/23, Chapters 6-10 on 3/2, and Chapters 11-15 w/final portfolio on 4/18.

In addition , you will need to provide a two-page summary of what your
self-assessments say about your leadership potential or readiness in your
final portfolio and this will be approximately half of the last 25 points. | Misc. |
| C. | SWOT (Strengths-Weaknesses-Opportunities-Threats) Analysis (25 points)
This is based on your potential as a leader. This is to be fully developed, approx.
2 word-processed pages, and turned in as an integral part of your Portfolio. | 4/18 |
| II. | Personal Mission Statement...start this EARLY! (25 points)
Read Chapter 15 and Covey’s Book while considering starting with
“What do you admire/aspire to be?” and “Where are you today?” This will include
various roles in your life (including your career, your family and friends, your
community, and your health) as presented by Covey. It would be helpful if you
would treat each of these elements as separate items. In addition, this could include
items from your two page summary of Self-Assessments or your SWOT Analysis. | 3/16 |
| III. | 3-5 Year Career Plan (25 points)
Your detailed Career Plan should be 2 or more pages. This could include steps (or a
process) that you plan to take in order to reach the Career Portion of your Personal
Mission Statement, i.e., what action is necessary and how will you accomplish it
over the next 3-5 years to fill the <u>gaps</u> between your Career Portion of your Personal
Mission Statement and “Where you are today?” based on your self-analysis. | 4/18 |

PLEASE MAKE SURE YOU WORD PROCESS ALL THESE REQUIREMENTS AND INCLUDE EACH IN YOUR PORTFOLIO. Your final product should be of such high quality that you would feel proud to share it with a friend, fellow associate, and even a prospective or current employer. I will provide self-audits to help you insure completeness.