

MGT 115: LEADERSHIP
Fall 2008 - DUQUES 361
Monday: 3:30-6:00 p.m.

Course Syllabus

Instructors: Dr. Ayman El Tarabishy
Office Hours: Monday, 1:00 - 3:00 p.m and Friday, 3:00 p.m. - 5:00 p.m. or by
appointment
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Introduction

This course provides an in-depth and research-based introduction to leadership in organizations. A foundation will be built on a review of early research and theory (ca. 1920-1970), but the focus is on research and theory since the late 1970s when a major shift occurred in how organizational leadership is conceptualized. This new approach centers on what is commonly called "transformational" leadership. Though focused on the leadership activity of senior managers and chief executives, this "new paradigm" of leadership applies to the behavior of individuals at all organizational levels. The subject is approached through initial concentration on the major theoretical and research streams dealing with the new paradigm of transformational leadership. We will also learn through examination of class members' own leadership observations and analyses of the leadership of others, using various questionnaires, structured feedback, and self-analysis assignments. We will examine the issue of design and conduct of leadership development. A final aspect of the course is developing leadership skills and planning for one's continuing development as a leader. The course aims will be addressed by means of dialogic inquiry, readings, lectures, learning exercises, and out-of-class assignments and activities.

In sum, there are four major objectives for this course. By the conclusion of the course students will:

- understand the development of leadership theory and research (ca. 1920-1970);
- examine and understand recent developments in theory and research centered on "transformational leadership;"
- use their own leadership activities as one basis for studying and understanding the above areas of leadership theory and research; and
- examine and understand how leadership works in real-life organizations.

Required Texts

Northouse, P. G. (2004). *Leadership: Theory and Practice* (4th Ed.). Thousand Oaks, CA: Sage Publications, Inc.

Sashkin, M., & Sashkin, M. G. (2003). *Leadership that matters: The critical factors for making a difference in people's lives and organizations' success*. San Francisco: Berrett-Koehler Publishers, Inc.

Please note that the Northouse text has earlier editions that are substantially different from the current (4th) edition and are not, for that reason, acceptable substitutes.

Encouraged Text

Yukl, G. (2005). *Leadership in organizations* (6th Ed.). Englewood Cliffs, NJ: Prentice-Hall, Inc.

Additional Reading

There will be additional readings and handouts assigned during the course, based on our explorations and discussions.

Grading

Grades will be assigned by the instructors in the following proportions:

Personal Learning Blogs	30%
Leaders <i>in focus</i>	15%
Personal leadership style analysis	15%
Book commentary	15%
Culture-building analysis	15%
Class Participation	10%
Total	100%

Assignments that are turned in late will be graded at the discretion of Dr. El Tarabishy. Point deductions will range from 5% - 100%.

Assignments

There are five (5) graded assignments in this course, as follows:

1. Personal Learning Blogs. 30% of grade. A blog (short for weblog) is a personal online journal that is frequently updated and intended for general public consumption. For this class, all blogs will be private for the students registered. Blogs are defined by their format: a series of entries posted to a single page in reverse-chronological order. Blogs generally represent the personality of the author or reflect the purpose of the web site that hosts the blog. The topic of these blog will central about leadership. They may include brief philosophical musings, commentary on Internet articles about leadership, and links to other leadership sites the author favors, especially those that support a point being made on a post.

Each student will post a weekly blog covering the topics discussed in the classroom. The student should:

- reflect on their reading or classroom discussions;
- investigate topics online and then report on their research;
- talk about shared classroom experiences;
- copy and paste thought-provoking quotes from other blogs, and then offer their own thoughts on the topic; and
- ask their classmates to review their blogs, or provide feedback

Evaluation of Blogs by Instructor:

- 1- Relevance to the topics discussed in class (1 point)
- 2- Quality of content posted (1 point)
- 3- Thought provoking ideas (1/2 point)
- 4- User Feedback (1/2 point)

A total of 3 points is awarded for each blog.

2. Leaders in Focus. 15% of grade (divided evenly among 3 papers, 5 pages in length each with 12-point font and one-inch margins.) NUMBER ALL PAGES. Students will pick a noted **business leader** and analyze their leadership traits, characteristics, philosophy, etc and accomplishments. At least five references should be used and added in APA style at the end of the paper.

Students will submit *Leaders in Focus* papers via Blackboard.

3. Personal Leadership Analysis (PLA). 15% of grade and based on class activities, blogs, readings, and, particularly, on feedback that will be provided to class members based on The Leadership Profile (TLP) assessment, each student will prepare a short (three to five page) paper in which a leadership self-analysis is presented. Students also should obtain additional information about their leadership style when the opportunity presents itself outside of class (that is, at home, at work, and in social settings). This information may be based on formal assessments students have had in the past or on informal discussions, but one obviously should avoid potentially strongly biased data, such as what a close relative might say about one's leadership. This paper is, then, a synthesis of what one has learned about one's own leadership. **All TLP data MUST be completed online no later than September 29th.** The PLA papers are due November 3rd. It is important and wise that students come see Dr. El Tarabishy in his office hours or through appointment to discuss their TLP scores.

4. Book Commentary. 15% of grade. At our class meeting on October 13th each student will have started to read and be somewhat prepared to discuss their book, which relevant to leadership in organizations. No written report is due at that time. Book selections will be sent to the instructor via email (ayman@gwu.edu) prior to October 6th. Any book on or closely related to leadership is acceptable, except for textbooks. A brief (four to six page) written report is due on December 1st. This is to give students the opportunity to incorporate comments and insights obtained in this discussion to prepare for the commentary. Key to this book commentary assignment is that this is NOT a book review. The purpose is for class members to think about and comment on what they have read, not to give a summary of what an author said.

5. Culture Building Analysis. 15% of grade. Using the concepts presented in class, each student will prepare a brief (three to five pages) report on how a leader, whom he or she actually has observed, took specific action to construct culture. Class members' observations will be useful for our discussions of leadership and culture. The papers are due at our final class meeting, December 8th.

6. Class Participation. 10% of grade is based on attendance in all classes, and active involvement and engagement in ongoing class activities and discussions. The instructor will try to involve all students in class discussions and encourages innovative ideas and opinions.

Reading Assignments

September 8th Class Discussion

- Northouse: Chapters 1 (Introduction)
- Sashkin & Sashkin: Intro

September 15th Reading Assignment

- Northouse: Chapters 12 (Women Leadership)

September 22nd Reading Assignment

- Northouse: Chapters 2, 3, 4 (Trait, Skills, and Style approach)

September 29th Reading Assignment

- Northouse: Chapters 5, 6, 7, 8 (Situational, Contingency, Path-Goal and Leader-Member Exchange Theory)
- Sashkin & Sashkin: Chapters 1, 2, 3

October 6th Reading Assignment

- Northouse: Chapters 9 (Transformational leadership)
- Sashkin & Sashkin: Chapters 4, 5, 7, 8

October 13th Reading Assignment

- Northouse: Chapters 10 (Team leadership)

October 16th (Thursday)

- Guest Speaker 3:00-4:00 p.m. (Diversity in the workplace – P&G Focus)

October 20th Reading Assignment

- Northouse: Chapters 11 (Psychodynamic Approach)
- Sashkin & Sashkin: Chapters 4, 5 (review)

October 27th Reading Assignment

- Sashkin & Sashkin: Chapters 10, 11

November 3rd Reading Assignment

- Northouse: Chapters 13 (Culture and Leadership)
- Sashkin & Sashkin: Chapters 8, 9

November 10th Reading Assignment

- Sashkin & Sashkin: Chapters 12, 13

November 17th Reading Assignment

- Northouse: Chapters 14 (Leadership Ethics)

November 24h Leading Change

- Instructor Handout

December 1st – Good to Great by Jim Collins

- Good to Great by Jim Collins– Book Review (Instructor Handout)
- Instructor Handout

December 8th – Final Remarks and Lessons Learned

- Class Wrap-up and Celebration

Academic Integrity: Students are expected to conduct themselves with high ethical standards and comply with the GWU "Code of Academic Integrity" at <http://www.gwu.edu/~ntegrity/code.html>. Instances of apparent code violations will be investigated.

Disability: If you have a disability that will require accommodation in this class, please inform the instructor and register with GWU's Disability Support Services office (202-994-8250). Please allow a reasonable length of time for the necessary accommodations to be arranged.

PRELIMINARY SCHEDULE OF READINGS AND ASSIGNMENTS

Class	Readings & Assignments <i>Complete prior to class</i>
September 8 th	Defining Leadership – Class Discussion - individual - group TLP online survey handed out to students in classroom to complete prior to class on September, 27 th . In-class Blog set-up and student registration.
	<ul style="list-style-type: none"> • Write your class learning objectives • Write your definition of leadership • Assignment: Personal profile page (handout) emailed to Prof. El Tarabishy at ayman@gwu.edu prior to September 15th.

Class	Readings & Assignments <i>Complete prior to class</i>
<p>September 15th</p>	<p>Northouse: Chapters 12 – Women Leadership</p>
	<p>Assignment: Post Personal Blog #1 posted online.</p>
<p>September 22nd</p>	<p>Northouse: Chapters 2, 3, 4 – Trait, Skills, and Style Approach</p>
	<p>Assignment: Post Personal Blog #2 posted online.</p>
	<p>Outside Class Activity: Watch Movie - <i>Gettysburg</i>.</p> <p>Rent and observe the movie <i>Gettysburg</i>. You may wish to form a group to watch the movie together. We will refer to this movie for practice recognizing and understanding how decision style preferences influence leader behaviors.</p> <p>Analysis of personalities and decision preferences of key characters in <i>Gettysburg</i>.</p> <p>What type best describes</p> <ul style="list-style-type: none"> General Lee General Longstreet General Pickett Colonel Chamberlain General Stewart
<p>September 29th</p>	<p>Northouse: Chapter 5, 6, 7, 8 – Situational, Contingency, Path-Goal, Leader Member Exchange</p> <p>Sashkin & Sashkin: Chapter 1, 2, 3</p>
	<p>Assignment: Post Personal Blog #3 posted online.</p>
	<p>Assignment: TLP survey completed online.</p>

October 6th	Northouse: Chapters 9 – Transformational Leadership Sashkin & Sashkin: Chapters 4, 5, 7, 8
	Assignment: Post Personal Blog #4 posted online. Assignment: <i>Leaders in focus</i> #1 due (via Blackboard). Assignment: Email Instructor about Book Selection.
October 13th	Northouse: Chapters 10 – Team Leadership
	Assignment: Post Personal Blog #5 posted online. Assignment: Class Discussion on Book Commentary.
October 16th	Guest Speaker – Jose Mesquita, Group President from P&G
	Location: TBD Time: 3:00-4:00 p.m. Topic: Diversity in the Work Place
October 20th	Northouse: Chapter 11 – Psychodynamic Approach Sashkin & Sashkin: Chapters 4, 5 (review)
	Assignment: Post Personal Blog #6 posted online.

October 27th	Sashkin & Sashkin: Chapters 10, 11
	<p>Assignment: Post Personal Blog #7 posted online.</p> <p>Assignment: <i>Leaders in focus</i> #2 due (via Blackboard)</p>
November 3rd	<p>Northouse: Chapters 13 – Culture and Leadership</p> <p>Sashkin & Sashkin: Chapters 8, 9</p>
	<p>Assignment: Post Personal Blog #8 posted online.</p> <p>Assignment: Personal Leadership Analysis</p>
November 10th	Sashkin & Sashkin: Chapters 12, 13
	<p>Assignment: Post Personal Blog #9 posted online.</p>
November 17th	Northouse: Chapters 14 – Leadership and Ethics
	<p>Assignment: Post Personal Blog #10 posted online.</p> <p>Assignment: <i>Leaders in focus</i> #3 due (via Blackboard)</p>

November 24th	Leading Change
	Assignment: Culture building analysis due (via Blackboard)

December 1st	Good to Great by Jim Collins
	Assignment: Book Review

December 8th	Class Wrap-Up
	Assignment: Culture Building Paper Class Celebration No Final Exams