

# College of Business

Tennessee State University

**Spring 2012**  
**MGMT 4250**

## **LOCATOR INFORMATION:**

Course Name: Leadership  
Credit Hours: 3.0  
Contact Hours: 3.0 hrs **M/W 2:40 – 4:05 PM** AWC 231

**INSTRUCTOR:** Name: Kenneth Kungu, PhD  
Office: Room K429, Avon Williams  
Phone: 615-963-7379  
E-mail: [kkungu@tnstate.edu](mailto:kkungu@tnstate.edu)

### Office Hours

Mondays 9:30-1:30 pm  
Tuesdays 9:30-1:30 pm  
Wednesdays 9:30-11:30 am

**REQUIRED TEXTBOOK & MATERIALS:** DuBrin, A. J. (2013) Leadership: Research Findings, Practice, and Skills (7<sup>th</sup> edition). Mason: South-Western Cengage Learning.  
ISBN-13: 978-1-133-43522-8

The book is available in hard copy from the bookstore or may be rented in electronic format from [www.cengagebrain.com](http://www.cengagebrain.com) at a greatly reduced price

## **COURSE DESCRIPTION:**

This course is a broad survey of theories of leadership with primary focus on contemporary models and the specific contexts within which leadership behaviors occur. It will examine the different mix of personal, interpersonal, technical, and conceptual skills and competencies required of leaders (a) at the supervisory, managerial, and executive levels, (b) within different organizational frameworks such as industry, academia, governmental, non-profit, and the military, and (c) within the context of the rapidly changing 21st century political, economic, and technological environment. Prerequisite: MGMT 3010

## **COURSE OBJECTIVES:**

At the end of the course, students should be able to:

- Understand how the leadership function contributes to the management of people and organizations
- Describe key leadership theories and concepts

- Develop insight into the practices associated with effective leadership.
- Pinpoint some of the knowledge and skills you will need to become an effective leader
- To observe and identify the relationships between organizations and their leaders

## **ACADEMIC INTEGRITY:**

Academic honesty and integrity lie at the heart of any educational enterprise. Students are expected to do their own work and neither to give nor to receive assistance during quizzes and examinations. Deliberate violations of academic integrity (plagiarism, cheating, misrepresentation, of information) and fabrication are not tolerated. Actions outlined in the Tennessee State University Student Handbook under Code of Student Conduct will be followed for incidents of academic misconduct.

## **REASONABLE ACCOMMODATIONS:**

Any students requiring accommodations should contact Patricia Scudder, Director of Students with Disabilities-Disabled Student Services Office, at 963-7400, preferably before the fourth class meeting. The College of Business, in conjunction with the Office of Disabled Student Services, makes reasonable accommodations for qualified students with medically documented disabilities. I need to be aware of your status if it will affect your class activities and assignments---before assignments are due.

## **CODE OF STUDENT CONDUCT:**

There will be no eating, drinking, sleeping or disruptive behavior in the classroom. Each student is encouraged participating in classroom activities, asking questions, and working along with the class as recommendations/problem solutions to illustrations, examples, and cases are examined. Additionally, cell phones must be turned off upon entering the classroom and should remain so until class has ended. Action will be taken against those students who do not adhere to appropriate classroom behavior.

## **ATTENDANCE& LATE WORK:**

Attendance will be taken from the first day of class. Students are expected to attend all classes, unless they have a university-sanctioned excuse. Failure to attend classes will affect your participation grade. If a class is missed, it is the student's responsibility to get with a classmate to get caught up with materials covered in class.

**Class Participation:** Class participation refers to taking part in class discussions by sharing one's own experiences or perspectives in class. It also includes completing in-class and out-of-class assignments as individuals or in groups. Complying with the above will ensure a full participation grade. Late assignments will not be accepted.

## **TEACHING STRATEGIES:**

Method of instruction will be lectures and class discussions.

## ASSIGNMENTS& EVALUATION CRITERIA:

The final grade will be calculated based on the following:

Participation	10%
Presentation	10%
Reflection papers (12 papers)	20%
Leadership Project (Group work)	30%
Written Exams (3 in-class)	30%

### Participation: (10%)

Participation grade will include both attendance and class participation as described earlier in this syllabus. To earn full participation grade, attend all classes, participate in class discussions, and complete in-class and out-of-class assignments in a timely manner. Students are expected to come to class prepared to participate in classroom discussions.

### Presentation: (10%)

Each student will select a journal article to read from those that the instructor will provide, and make a 10 minute presentation for the class. Each student will make one presentation for the semester. The grading rubric for the presentation will be uploaded on Elearn.

### Reflection Papers: (20%)

Each student will be required to write 12 reflection papers which will be based off assigned leadership self-assessment questionnaires from the class text. These help to assess some dimension of your leadership qualities. The reflection papers will be between 1.5-3 pages, which will cover:

- A personal reflection on the results of the leadership self-assessment tests - what did you learn about yourself from the questionnaire? Were there any surprises? What are your areas of strength? What areas do you need to work on? How do you plan to improve on the dimensions of leadership assessed? You can use material from the text or other sources to explain your responses. However, the bulk of the reflection paper should be your thoughts

### Exams: (30%)

There will be three in-class written exams which will include a mid-term and final. This may comprise a mix of multiple-choice questions, true-false questions and short answers. Except in extreme cases, all exams must be taken during the appointed times.

### Leadership Project: (30%)

Students will work on this project in groups of 2 which will involve writing a paper and making a class presentation. In both cases, the project will have to be approved by the instructor at the proposal stage and reference list stage (see class schedule).

You can either:

- Select a leader recognized for his/her leadership qualities and who has had a significant impact in the business field or society in general. Do an in-depth study of the person's life and work with the aim of illuminating his/her leadership qualities. Illustrative examples should be included to reinforce significant points or arguments.
- Write an 8-10 page paper (double-spaced, 12 point, Times New Roman Font) on the leader you have selected. This paper should include the life of the leader and a discussion of their leadership qualities. In the paper, provide examples of the specific leadership qualities that the individual possesses.
- From your paper, prepare a 15 minute presentation for the class. Feel free to link videos, web

articles and other materials in your presentation.

- At the end of the syllabus is provided a list of individuals recognized for their leadership qualities - you can choose any of those or pick to investigate a leader of your choice.

Or

- Write a paper that focuses on any aspect of leadership or leadership development. This should be an in-depth research paper on the leadership topic chosen. Write an 8-10 page paper (double-spaced, 12 point, Times New Roman Font). From your paper, prepare a 20 minute presentation for the class. At the end of this syllabus is provided possible leadership topics – you can choose any of those or pick another topic of your choice.

#### GRADING SCALE:

100%-90% = A; 89%-80% = B; 79%-70% = C; 69%-60% = D; 59% or less =

TENTATIVE CLASS SCHEDULE	
Week 1 23 Jan	<b>Introduction and Syllabus</b>
Week 2 28, 30 Jan	<b>The Nature and Importance of Leadership</b> (Chap. 1) <b>Traits, Motives, and Characteristics of Leaders</b> (Chap. 2) <i>Due: Reflection Paper 1</i> <i>Due: Reflection Paper 2 (2-Feb, 11:59 pm)</i>
Week 3 4, 6 Feb	<b>Charismatic and Transformational Leadership</b> (Chapter 3) <i>Due: Reflection Paper 3 (9-Feb, 11:59 pm)</i> <i>Class project proposal (9-Feb, 11:59 pm)</i>
Week 4 11, 13 Feb	<b>Leadership Behaviors, Attitudes and Styles</b> (Chap. 4) <b>Contingency and Situational Leadership</b> (Chap. 5) <i>Due: Reflection Paper 4 and 5 (16-Feb, 11:59 pm)</i> <i>Exam 1 Review</i>
Week 5 18, 20 Feb	<b>Leadership Ethics and Social Responsibility</b> (Chapter 6) <b>Exam 1</b> (20-Feb)  <i>Due: Reflection Paper 6 (23-Feb, 11:59 pm)</i>
Week 6 25, 27 Feb	<b>Power, Politics, and Leadership</b> (Chap. 7) <i>Due: Reflection Paper 7 (2-Mar, 11:59 pm)</i>

Week 7 4, 6 Mar	<b>Influence Tactics of Leaders</b> (Chap. 8) <i>Due: Reflection Paper 8 (9-Mar, 11:59 pm)</i> <i>Reference list and update on class project (in class)</i>
Week 8 11, 13 Mar	<b>Spring Break</b>
Week 9 18, 20 Mar	<b>Developing Teamwork</b> (Chap. 9) <b>Motivation and Coaching Skills</b> (Chapter 10) <i>Due: Reflection Paper 9 &amp; 10 (23-Mar, 11:59 pm)</i> <i>Exam 2 Review</i>
Week 10 25, 27 Mar	<b>Creativity, Innovation, and Leadership</b> (Chapter 11) <i>Due: Reflection Paper 11 (30-Mar, 11:59 pm)</i> <b>Exam 2</b> (27-Mar)
Week 11 1, 3 Apr	<b>Communication and Conflict Resolution Skills</b> (Chap. 12) <i>Due: Reflection Paper 12 (6-Apr, 11:59 pm)</i>
Week 12 8, 10 Apr	<b>Strategic Leadership and Knowledge Management</b> (Chap. 13)
Week 13 15, 17 Apr	<b>International and Culturally Diverse Aspects of Leadership</b> (Chap. 14) <b>Leadership Development and Succession</b> (Chapter 15) <b>Final exam review</b>
Week 14 22, 24 Apr	<i>Due: Project Paper</i> <b>Project Presentations</b>
Week 15 29 Apr-1 May	<b>Final discussions &amp; Wrap up</b> <b><i>Final Exam for Graduating Seniors (29 Apr)</i></b>
Week 16 3-10 May	<b>FINALS WEEK</b> <b>Exam 3 – University Schedule</b>