Instructor: Dr. John F. Korn Time: Wednesday, 5:30 to 7:30 p.m.

Email: [jkorn25@yahoo.com](mailto:jkorn25@yahoo.com) Location: Sever 110

Office Hours: By appointment

### Course Website: Canvas

Please check the website regularly for announcements, syllabus changes, etc.

**Course Description:**

This course explores various models of leadership that have been developed from both a theoretical and practical perspective. The learning objectives are twofold: First, students gain an understanding of the major leadership theories. For each model studied, students are expected to understand the theoretical basis of the model, the strengths and weaknesses of said model, and how to apply the model to practical situations in business and other settings. Second, students explore their personal leadership style through a series of assignments and classroom activities. These activities enable students to reflect on how they view leadership as both a subordinate and a leader. By the end of this course, students will have developed a well-rounded understanding of leadership concepts for use in their own leadership situations.

**Prerequisites:**

Students should have a basic knowledge of the field of leadership.

**Required Course Materials:**

*Leadership: Theory and Practice* by Peter G. Northouse, 6th edition, Sage Publications, ISBN: 9781452203409.

Supplemental readings and case studies.

**Class Format:**

The class format will be a combination of lecture, case discussions, and small group activities. Active participation is important and encouraged. Not only is participation a key component of the course grade, it also provides for the richest learning environment for everyone in the class. It is important that all assignments (reading and otherwise) be completed prior to the scheduled class.

**Course Requirements:**

In addition to the weekly assignments listed in the course schedule at the end of the syllabus, all students will be required to complete the following:

Attendance and Participation:Since class participation is 30% of the final grade, attendance and participation in each class session is required. The discussion and analysis of leadership that will occur in this class can only take place if students are actively involved in class. If you must miss class, it is imperative that you notify me as soon as possible. Missing more than two classes will negatively impact your final grade. Participation in class discussions and activities will influence your final grade. The quality of participation is more important than the quantity of participation.

Written Assignments: There are two essay assignments. These assignments will evaluate your ability to apply the principles covered in class discussions and readings toward the development of your personal leadership style. Written assignments will count for 20% of your final grade. Papers in this class should use 12-point Times New Roman font, one-inch margins, double spacing, and page numbers at the bottom of each page. These assignments should be no less than 5 pages and no more than 8 pages in length. Reference lists are required and do not count toward the page count. Title pages are optional. You are responsible for following the standards of proper citation to avoid plagiarism. Quotes in written assignments should include the authors’ name(s) and year of publication in parenthesis; the complete citation should be shown in the reference list. Direct quotes should be noted with quotation marks and be brief and to the point. Two useful resources are [*The Harvard Guide to Using Sources*](http://usingsources.fas.harvard.edu/icb/icb.do) prepared by the Harvard College Writing Program and the Extension School’s Career and Academic Resource Center’s [Guide and Tutorial on Plagiarism](http://www.extension.harvard.edu/resources/career-academic-resource-center/plagiarism-proper-use-sources). See the schedule at the end of this syllabus for the topics and due dates of the assignments. All written assignments must be emailed no later than 5:00 PM Eastern Time on the due date.

Quizzes: There are four quizzes scheduled. See the schedule at the end of this syllabus for the scheduled dates. Each quiz will cover approximately two chapters of the material, and each is worth 5% of the final grade (for a total of 20%). Each quiz will be a combination of multiple choice and short answer questions. If you are absent for a quiz, it’s your responsibility to contact me and make arrangements for a make-up quiz.

Final Exam: The final exam is worth 30% of the final grade.

**Grading**

Grades will be determined by the combination of scores students receive on class participation (30%), the two written assignments (20%), the four quizzes (30%), and the final exam (30%). Letter grades will be based on the following scale:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Grade** | **% range** | **Grade** | **% range** | **Grade** | **% range** |
| A | 93 – 100 | B- | 80 – 82.99 | D+ | 67 – 69.99 |
| A- | 90 – 92.99 | C+ | 77 – 79.99 | D | 63 – 66.99 |
| B+ | 87 – 89.99 | C | 73 – 76.99 | D- | 60 – 62.99 |
| B | 83 – 86.99 | C- | 70 – 72.99 | E | < 60 |

All students will take this class for a letter grade. Students are expected to complete all course requirements. There is no incomplete grade. If a student neglects to complete all the requirements, a zero grade will be given for the missing work, unless the student requests an extension of time beforehand.

Each student will receive the grade they earn. Do not advocate for a grade based on some other basis, such as employer reimbursement policies.

**E-mail Policy**

E-mail is the preferred way to get in touch with me. Please include “MGMT4185” in the subject line of your message. I will generally check this email account once a day. With that in mind, please allow me enough time to receive and respond to your email; I will do my very best to respond within 24-48 hours. Assignments should be submitted electronically to the email address posted on page 1 of this syllabus with “MGMT4185 Assignment” in the subject line.

**Late Work Policy**

Unless other arrangements have been made in advance of the assignment due date, all assignments are due on the date shown on the course schedule at the end of the syllabus. Assignments turned in past the due date will receive a penalty of 5% per week until the assignment is submitted. For example: If the assignment is turned in one day late, there will be a 5% penalty. If the assignment is turned in 8 days late, there will be a 10% penalty, and so forth.

**Academic Dishonesty**

No form of academic dishonesty will be tolerated. Academic dishonesty includes, but is not limited to, looking on others’ quizzes or letting them look on yours during a quiz/test, copying or giving others assignment answers, and plagiarism. Plagiarism includes copying the words of a fellow student or any other author in any of your written products, copying even short phrases from written work that you are using as a reference (even if you cite it properly), handing in work that you have submitted in another class, and handing in papers you have not written or have received from any other source. Moreover, even unintentionally failing to cite, reference, or give credit to the work of others, it is still plagiarism. It is your sole responsibility to ensure that you have responsibly and accurately cited all works. Two useful resources are [*The Harvard Guide to Using Sources*](http://usingsources.fas.harvard.edu/icb/icb.do) prepared by the Harvard College Writing Program and the Extension School’s Career and Academic Resource Center’s [*Guide and Tutorial on Plagiarism*](http://www.extension.harvard.edu/resources/career-academic-resource-center/plagiarism-proper-use-sources).

**Accommodations**

The Extension School is committed to creating an accessible academic community. If you need an accommodation, please contact the Disability Services Coordinator at [disabilities@dcemail.harvard.edu](mailto:disabilities@dcemail.harvard.edu) . The disability services coordinator works with you, faculty, and staff to provide appropriate services to ensure that you have a rich and rewarding academic experience.

In addition to the policies outlined in this syllabus, you should review the Harvard University Extension School Policies at <http://www.extension.harvard.edu/exams-grades-policies> .

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| --- | --- | --- | --- | --- |
| **Class** | **Date** | **Main Topic** | **Readings** | **Assignment** |
| 1 | 9/2/15 | Introduction  Syllabus Review | None | Come prepared to discuss the following question:  “How do you define leadership?” |
| 2 | 9/9/15 | Leadership Perspectives | Northouse, Ch. 1  “Managers and Leaders: Are they Different?” (Zaleznik) | Readings |
| 3 | 9/16/15 | Trait Model  Skills Model | Northouse, Ch. 2 & 3  “Trait-Based Perspectives of Leadership” (Zaccaro) | Readings |
| 4 | 9/23/15 | Trait Model  Skills Model | Read and prepare the case, “Terry Tesco’s Long Shelf Life.” | In addition to the case, complete the “Leadership Trait Questionnaire” on p. 34 of Northouse and the “Leadership Skills Inventory” on p. 64 of Northouse.  Quiz #1 – Chapters 1-3 |
| 5 | 9/30/15 | Style Approach  Situational Model | Northouse, Ch. 4 & 5  “Leadership that Gets Results” (Goleman) | Readings & Prepare Case 5.3 on pp. 102-3 of Northouse |
| 6 | 10/7/15 | Style Approach  Situational Model | Read and prepare two cases: “Coach Knight: The Will to Win” and  “Coach K: A Matter of the Heart” | Submit Essay #1 prior to class.  Topic: What is your greatest leadership development challenge? Describe a plan of action to overcome that challenge. |
| 7 | 10/14/15 | Psychodynamic Approach | Northouse, Ch. 13 | MBTI |
| 8 | 10/21/15 | Leadership Ethics | Northouse, Ch. 16  “The Value of Values: Giving Wings to Your Leadership Style” (C. Peus) | In addition to the readings, read and prepare the case “The Parable of the Sadhu”  Quiz #2 – Chapters 4, 5, & 13 |
| 9 | 10/28/15 | Culture & Gender | Northouse, Ch. 14 & 15 | In addition to the reading, read and prepare the case “Marrimeko.” Also, complete the “Dimensions of Culture” questionnaire on p. 369 of Northouse. |
| 10 | 11/4/15 | Transformational Leadership | Northouse, Ch. 9 | In addition to the reading, read and prepare the case “Northlands Ledger (A)”  Quiz #3 – Chapters 14, 15, & 16 |
| 11 | 11/11/15 | Servant Leadership | Northouse, Ch. 10 | In addition to the reading, read and prepare the case “David Neeleman: Flight Path of a Servant Leader (A)” |
| 12 | 11/18/15 | Authentic Leadership | Northouse, Ch. 11 | In addition to the reading, read and prepare the case “Martin Luther King, Jr.: A Young Minister Confronts the Challenges of Montgomery” |
| No Class – Thanksgiving Break | | | | |
| 13 | 12/2/15 | Team Leadership | Northouse, Ch. 12  “Team Leadership”  (Zaccaro, et al) | In addition to the readings, read and prepare the case, “A Great Leader: A Crew Member’s Perspective” (Freides)  Submit Essay #2 prior to class.  Topic: What is your personal definition of leadership? What are your leadership aspirations? Describe your personal leadership perspective/philosophy. |
| 14 | 12/9/15 | Developing your Leadership Philosophy  Summary of Course | Readings will be distributed in Week 12 | Quiz #4 – Chapter 9, 10, 11, & 12 |
| 15 | 12/16/15 | Final Exam |  |  |