

UMKC-The Bloch School
BMA 405
LEADERSHIP SKILLS IN HUMAN SYSTEMS
Fall Semester 2007 Syllabus
Updated 8-6-07

Instructor: Doranne M. Hudson, MBA
Executive-in-Residence, Visiting Instructor

Class Location: Bloch School, Room 12

Class Time: Mondays and Wednesdays from 11:00-12:15

Office Location: Bloch School, Room 335

Telephone: 816-235-2730

E-mail: HUDSONDM@UMKC.EDU

Website: Blackboard

Office Hours: I do not have office hours, but I am happy to schedule appointments with students. Also, feel free to call or email me at any time and I will try to get back to you within 24 hours.

Course Overview and Objectives

The objectives of this course are: 1) to provide you with a broad and balanced view of effective leadership practices; 2) to help you apply leadership concepts and learning to real-world situations; 3) to encourage you to think critically think about your own leadership strengths and development needs.

You will be introduced to both *theories and frameworks* that help explain effective leadership as well as *practices* of successful leadership. Examples of topics covered include: traits and characteristics of leaders, leader behaviors and styles, motivation, managing up and across, influence tactics, communication, managing change and leader ethics and responsibility.

As we explore these topics, you will sharpen you analytic skills by applying the learning to case studies and in class discussions. Leadership theories and concepts will be further grounded in real world applications through the instructor's extensive corporate experiences as well as through guest speakers. Finally, self-reflection exercises will help you begin to develop the personal insights needed to be an effective leader. The course has rigorous expectations in reading, case analysis, class discussion, and writing.

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

1. Describe the key characteristics and behaviors of effective leaders
2. Compare and contrast different motives and styles of leaders, and relate these to situational factors.
3. Analyze the tactics leaders use to build power and influence, and apply ethical tactics to your work and academic experiences.
4. Compare and contrast the tactics leaders use to motivate others and describe those that are most relevant to you.
5. Describe the ethical dilemmas commonly faced in business and some methods for resolving.
6. Explain the key dimensions of effectively managing "up and across," and apply these to your own work experiences with bosses and with teams.
7. Analyze how and when to use different communication vehicles to successfully influence others.
8. Reflect upon and assess your own leadership motives, styles, strengths and development areas, and discuss the implications for your career planning.

My teaching goal, throughout the course, is straightforward: *to engage and excite you about the theory and practice of leadership.*

Textbooks

DuBrin, Andrew (2006). Leadership: Research Findings, Practice, and Skills (5th Ed.). Published by Houghton Mifflin. Be sure to check web discounters such as www.half.com and www.campusbooks.com for a new or used text.

McGraw-Hill Primis Custom Casebook. Purchase from the instructor on the first day of class. Please bring a check for \$29.31 made out to UMKC.

Course Requirements

1. EXAMINATIONS (2)

Two examinations will cover the text, lecture material, class discussion (including case discussions), and guest speaker presentations. The exams will be closed-book and have a mix of multiple choice, true/false, short answer and essay questions; one or more of the essay questions will relate to a case study. The second exam, held during final exam week, will be comprehensive and 2 hours in length.

2. LEADERSHIP CASES: PREPARATION AND WRITING (3 Written)

The case studies are designed to sharpen your analytical and decision-making skills, and you will be challenged to apply the concepts we have discussed in class to real world business situations. You will have six assignments that involve:

- Preparing the case for class discussion. This includes reading the case (found in the custom casebook), analyzing the case, and answering several questions.
- For 3 of the cases, writing up the analysis in a typewritten paper of 2-3 pages (single-spaced); using concepts we have covered in readings and in class.

You will be asked to discuss all six case analyses in class, with emphasis on debating different points of view.

Zero to 20 or 25 points will be awarded for each written case, based on the following evaluation criteria:

1. Analytical depth and quality of insights
2. Relevant linkage to class material
3. Clarity, precision,* and logical flow of writing

*spell and grammar-checked

3. SELF-REFLECTION PAPER

This paper involves thinking about the class material and discussion, applying the learning to *you* as a potential leader, and answering 2 to 3 questions in about three pages (typed, single-spaced).

Zero to 30 points will be awarded, based on the following evaluation criteria:

- Objectivity, honesty, and depth of personal insights
- Linkage to class material
- Communication effectiveness (Clarity, precision, and logical flow; front-loading key points)

4. CLASS PARTICIPATION

Leadership requires active participation, and this class provides an opportunity to develop your participation skills. Zero to 30 points will be awarded, at the instructor's discretion, on the basis of class preparation (including readings, cases, and questions for guest speakers) as well as contributions to class discussions. Random "pop questions" at the beginning of class will help the instructor assess preparation.

Grading

Your course grade will be based on the examinations, applied case analyses, class participation, and self-reflection papers. Note that participation in class discussions is required, not optional. A total of 200 points are available as follows:

▪ 2 Examinations			75 points
	#1	35	
	#2	40	
▪ 3 Case Study papers			60 points
	#1	20	
	#2	20	
	#3	25	
▪ Self-reflection paper			30 points
▪ Class preparation, attendance, and participation			30 points

The grading scale is as follows:

A	=	90%-100%	180-200 points
B	=	80%-90%	160-179 points
C	=	70%-80%	140-159 points
D	=	60%-70%	120-139 points
F	=	Below 60%	Below 120 points

Minus and plus grades may be used, depending on where a student's total points fall in the range. Final grades will not be posted, but you may leave me a self-addressed stamped envelope, and I will mail your final grade to you. I cannot give grades by phone or by email due to UMKC policy.

Attendance and Other Expectations

My expectations of students reflect standard business practice, i.e. what is expected of you in the business world.

1. Daily attendance and arrival by class time is expected. If you will not be there, or will be late, you should let me know by voicemail or email.
2. During class, students should be respectful of each other and me by turning off cell phones, I-pods, PDA's, and laptops, not having sidebar discussions, not sending text messages, and not leaving in the middle of class unless you let us know before class.
3. There are assignments/expectations for every class session. ***These may change through the semester and the most up-to-date information is on Blackboard.*** Written assignments will be given out at least one week in advance. If you are not clear about any assignment or evaluation criteria, please ask; I will be happy to clarify.
4. You should take notes on all lecture material, case discussions, and guest lecturers. Power point slides will not be disseminated.
5. Written assignments are to be turned in complete, typed, on time, and well-edited. Late papers will not be accepted. If you have concerns about your writing, please contact the UMKC Writing Lab (235-1146).
6. Exams will begin on time. Anyone late to an exam will be penalized 10% for every 5 minutes late. Exam make-up will be allowed only in emergency situations, and will carry a 10% point penalty.
7. Integrity is essential to leadership. Anyone giving or receiving unauthorized aid on examinations or written assignments will be subject to the UMKC policy concerning academic dishonesty.

Students with any kind of disability should contact the Office of Student Services for Student Disabilities to make any special arrangements for this class.

Schedule of Class Sessions, Topics, and Assignments

As of 8-6-07 (check Blackboard for most current)

Module 1: WHAT MAKES AN EFFECTIVE LEADER

Expectation/assignment

8/20	Introduction and Course Expectations	None
8/22	Nature and Importance of Leadership	Read Ch. 1 + Leadership Point of View
8/27	Traits, Characteristics, and Motives of Leaders	Read Ch. 2
8/29	Case Study/discussion #1: Coach K	Read case and prepare to discuss
9/3	Labor Day: HOLIDAY	Enjoy!
9/5	Leadership Behaviors, Attitudes, and Style	Read Ch. 4
9/10	Personal Values and Ethics Guest Lecturer: Dr. Clancy Martin	Read Ch. 6
9/12	Vision and Transformational Leadership	Read Ch. 3
9/17	Inspiration and Motivation	Read Ch. 10
9/19	Case Study/discussion #2: Corey Robinson	Prep case. Choice*: write/turn in analysis
9/24	Power, Politics, and Leadership	Read Ch. 7

Module 2: ENHANCING YOUR OWN “EVERYDAY LEADERSHIP” EFFECTIVENESS

9/26	Influencing Tactics	Read Ch. 8 Turn in Self-Reflection paper
10/1	Guest Speaker: B. Ward, Director of Distribution, Hallmark Cards	Turn in written questions for speaker
10/3	Strategic Communication	Read Ch. 12
10/8	Case Study/discussion #3: Food Terminal	Prep case. Choice*: write/turn in analysis
10/10	Examination #1	Study 1 st half materials
10/15	Exam Debrief	None
10/17	Conflict and People Issues	Reading TBD
10/22	Guest Speaker: Tiffany Flackes, Manager, Citigroup	
10/24	Managing Up	Reading TBD
10/29	Managing Across and Networking	Read Ch. 9
10/31	Case Study/discussion #4: OR Task Force	Prep case. Choice*: write/turn in analysis

Module 3: SPECIAL LEADERSHIP CHALLENGES

11/5	Leading Change	Reading TBD
11/7	Guest Speaker: Dawn Harp, Manager of Recruiting, Hallmark Cards	Turn in written questions for speaker
11/12	Leading across Generations and Cultures	Read Ch. 14
11/14	Case Study/Discussion #5: HCM Beverage	All: Write, turn in Analysis
11/19	Thanksgiving: Holiday	Enjoy! Eat a lot!
11/21	Thanksgiving: Holiday	Say thanks to your parents!
11/26	Nurturing Creativity and Innovation	Read Ch. 11
11/28	Personal Values and Career Development	Read “Authentic Leadership” and Ch. 15
12/3	Guest Speaker: Tom Bloch, Community Leader	Turn in written questions for speaker
12/5	Strategic Leadership; exam review and wrap-up	Study 2 nd half materials
	Examination #2	

* Choose 2 of the three to write up and turn in (+ HCM)