

**The College of New Jersey  
School of Business  
Introduction to Leadership  
MGT 215-01  
Spring 2011**

Instructor: Patrick J. Wheeler

Email: [wheelerp@coned.com](mailto:wheelerp@coned.com)

Cell: 609-532-0081

Office Hours: after class or by appointment

Classes held on **Tuesdays, 6 p.m. to 9:50 p.m.**

Classroom: BB-104

**Textbook:** Leadership: Theory and Practice by Dr. Peter G. (Guy) Northouse, Sage Publications, Inc., Fifth Edition (October 6, 2009), ISBN-10: 1412974887

**Journal Articles**

"What Leaders Really Do" by John P. Kotter (product number: R0111F-PDF-ENG)

"What Makes a Leader?" by Daniel Goleman (product number: R0401H-PDF-ENG)

**Case Studies**

Matching Dell (HBS #9-799-158) (product number: 799158-PDF-ENG)

GE's Two-Decade Transformation: Jack Welch's Leadership (HBS 9-399-150) (product number: 399150-PDF-ENG)

**Other Reading Materials**

You will need to keep up on the current literature in the area of leadership. This means that you should be reading the Wall Street Journal, New York Times, Business Week, Fortune, Forbes, and similar publications to know current issues, trends, events, etc. in the field of leadership.

**Course Description**

What makes a good leader? Are good leaders born that way or can a person be trained to be a good leader? What is the difference between leadership and management? Think of some of the great leaders, past and present, in many walks of life such as politics (Lincoln, Roosevelt, and Obama); sports (Montana, Jordan, and Jeter); military (Napoleon, Patton, and Powell); and business (Ford, Gates, and Trump). What is the essence of great leadership? These questions and many others will be addressed in this course. The course consists of a detailed discussion and analysis of the many different approaches to leadership and how those approaches can be applied in "real world" business situations. The emphasis of the course is on how the theory of leadership can be applied in the practice of leadership.

### **Learning Objectives**

At the completion of the course, students should be able to apply the theories of leadership to the practice of leadership as it is applied in the current international business environment. These theories include:

- Trait Approach
- Skills Approach
- Style Approach
- Situational Approach
- Contingency Theory
- Path-Goal Theory
- Leader–Member Exchange Theory

Other topics to be discussed include:

- Transformational Leadership
- Authentic Leadership
- Team Leadership

In addition, students will gain “real world” experience by:

1. Writing concise reports on leadership concepts
2. Making a presentation in class on the current strategy of a major corporation, with a focus on leadership of that company

### **Course Technique**

We will use a variety of learning tools during the semester, including discussion of text material, class lectures, student presentations, video and film, in-class exercises, team exercises, discussions of “real world” examples and applications, and case analyses. In addition to being present in class, each student will be expected to have read the assigned material and be prepared to discuss the topics under consideration.

**Class Participation:** The class will be conducted in a manner that will require considerable student participation and contributions. Students should be prepared to share ideas, knowledge, and opinions and ask questions. Each student is expected to contribute regularly to class discussion, as called upon by the instructor and on a voluntary basis. My evaluation of your participation will consist of a subjective appraisal of both the quantity and quality of your contributions over the course of the term.

**Exam:** There will be a mid-term and final examination on the concepts covered in the class.

**Journal Articles/Case Studies:** For each article and case study, you are *individually responsible to prepare* a two-page write-up (max). One week prior to the assignment deadline, I will post a list of questions related to the case on SOCS to jump start your thinking. The objective of this assignment is to help you prepare for the class discussion and to maximize the value of the discussion for the entire class. Write-ups will be evaluated on the quality of your

analysis related to leadership issues. Each case study/journal article write-up is worth a maximum of 40 points toward your final grade.

Here are some tips in preparing your write-ups:

- Read the entire article/case study first to familiarize yourself with the material and to identify any immediately obvious leadership-related issues.
- Then, read the material again, taking thorough notes of the key points.
- Then, summarize your notes in a logical, clear, and concise format and respond to the questions posed on SOCS. All reports must be submitted in hard copy, typed single-spaced (12-point font only), and have 1 inch margins on all sides.
- Do not repeat in summary form large pieces of factual information from the case. Rather, focus on the key points related to leadership.
- Bring new insights into your analysis. Surprise me! Inform me! Educate me!

### **Mini-Assignments**

I will post mini-assignments on SOCS assignments that are worth 15 points each toward your final grade. I will post a total of six mini-assignments.

### **Class Presentation**

Each student in the class will make a presentation on one of Fortune Magazine's top 50 "Most Admired Companies." You will pick one company and analyze their current corporate strategy, with a focus on how the leadership of that company is creating a vision for the organization and driving change. Here is the link to the list of the most admired companies in 2010:

<http://money.cnn.com/magazines/fortune/mostadmired/2010/>

Your presentation date will be determined through a random drawing. The choice of a company will be on a first come, first serve basis via e-mail to me. Each presentation will be at least 15 minutes, including a Q&A session. Use audio/visuals to support your presentation. Your classmates will be expected to ask questions of you and challenge your assumptions. You will be graded based on the quality of the content, the preparation of the material, your presentation skills, audio/visual support, and the application of the presentation to the course concepts. You will receive a personal email from me with a critique of your presentation and a grade. I will post an outline on SOCS to assist in this assignment.

**Attendance:** Students are expected to attend class and participate in discussions, unless prevented by sickness or some other legitimate circumstances. Missing class will affect your overall understanding of leadership and will have a strong negative impact on the participation portion of your grade. If you know beforehand that you will miss a class, please notify me in advance.

**Cheating:** Any student who is caught cheating or plagiarizing will be given a failing grade for the exam or assignment and will be subject to TCNJ's disciplinary procedures.

**Grading:****Weights:**

	<b><u>max. score</u></b>
Mid-Term Exam	250 points
Final Exam	250 points
Article/Case Study Write-ups	160 points
Mini-Assignments	090 points
Class Presentation	150 points
Class Participation	100 points

**Final Grades:**

A	1000-930
A-	929-900
B+	899-870
B	869-840
B-	839-810
C+	809-770
C	769-740
C-	739-710
D+	709-680
D	679-650
F	649-0

**Course Schedule**  
**Introduction to Leadership**  
**Spring 2011**

**Key:**

N – textbook

Write-Up – case study or article

MA – mini-assignment

CP – class presentation

<u><b>Date</b></u>	<u><b>Topic</b></u>	<u><b>Assignment</b></u>
January 18	Introduction to the Course	
January 25	Introduction Article: "What Leaders Really Do" by John P. Kotter	N Chapter 1 Write-Up #1
February 1	Trait Approach Article: "What Makes a Leader?" by Daniel Goleman	N Chapter 2 Write-Up #2
February 8	Skills Approach Case: Matching Dell	N Chapter 3 Write-Up #3
February 15	Style Approach Case: GE's Two-Decade Transformation: Jack Welch's Leadership	N Chapter 4 Write-Up #4
February 22	Situational Approach	N Chapter 5 CP#1, #2, #3, #4 MA #1
March 1	<b>GUEST SPEAKER</b> Exam Review	
March 8	<u><b>Spring Break – No Class</b></u>	
March 15	<u><b>Mid-Term Exam</b></u>	
March 22	Contingency Theory Path-Goal Theory	N Chapter 6, 7 CP #5, #6, #7, #8 MA #2

**Course Schedule**  
**Introduction to Leadership**  
**Spring 2011**

<u><b>Date</b></u>	<u><b>Topic</b></u>	<u><b>Assignment</b></u>
March 29	Leader–Member Exchange Theory	N Chapter 8 CP #9, #10, #11, #12 MA #3
April 5	Transformational Leadership	N Chapter 9 CP #13, #14, #15, #16 MA #4
April 12	Authentic Leadership	N Chapter 10 CP #17, #18, #19, #20 MA #5
April 19	Team Leadership Psychodynamic Approach	N Chapters 11-12 CP #21, #22, #23, #24 MA #6
April 26	Women and Leadership Culture and Leadership Leadership Ethics Final Exam Review	N Chapters 13-15 CP #25, #26, #27, #28
May 3	<u><b>Final Exam</b></u>	

**The above schedule is subject to change at my discretion.**