



**MGT 495L: Leadership and Beyond**  
**Fall 2007 ~ Thursday 2:30 - 5:15**

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**Course Description:**

*Leadership and Beyond*

This course will provide an overview of different perspectives and approaches to leadership practice. It will rely on a participative multi-learning approach including "lectures," experiential exercises, videotapes, discussion, cases, leader profiles, and leadership development projects. One or more guest speakers who are knowledgeable about leadership research and/or practice may also be included. A central theme of the course will be to go beyond traditional leadership practices to examine empowering leadership approaches (including the concepts of "self-leadership" and "SuperLeadership" -i.e., the leadership of others to lead themselves) and contemporary leadership challenges. The overall objective of the course is to increase students' understanding of and ability to apply contemporary leadership knowledge in work situations.

**Texts:**

- Afsaneh Nahavandi, The Art and Science of Leadership (4th ed.), Prentice Hall, 2006.
- Charles C. Manz and Christopher P. Neck, Mastering Self-Leadership: Empowering Yourself For Personal Excellence, (4th ed.) Prentice Hall, 2007.

**Learning Methods:**

This class will rely on a variety of learning methods and will especially emphasize a cooperative learning format. Student led discussions and presentations will be combined with instructor facilitated learning experiences and lecturettes. Some specific methods include:

- Lecturettes
- Reading assignments
- Class discussion
- Interactive exercises
- Cases
- Videos
- "Leadership in Action"
- Individual Leadership Development Project
- Team exams

**Evaluation:**

Exam I	40%
Exam II	40%
Individual Leadership Development Project	10%
Class Participation	10%

**Exams:**

The Exams will be taken partly as an individual and in teams and will cover material from all learning methods (lectures, readings, discussions, exercises, cases, videos, etc). The Exams will be based on a "multiple method" format: combining objective, short answer, and essay questions.

**Class Participation:**

Is strongly encouraged in this course and will account for 10% of the course grade. Participation includes "Leadership in Action" discussion leadership for a specific course topic, and individual attendance and participation in all class activities and discussions.

## **Individual Leadership Development Project:**

Students will be asked to complete a leadership development project and write a short paper (maximum of 3 typed pages) summarizing their results. Additional supporting appendices can be attached to the back of the paper such as charts or graphs that display your project results. A one page summary appendix of your individual interview is usually helpful. Briefly, the project will involve application of a course concept or combination of concepts (e.g., self-leadership or leadership principles and/or techniques) to change your own or to help someone else change their leadership or self-leadership behavior in a desirable way.

More specifically, the project will involve selection by the student of a topic on the subject of self-leadership or leadership. The student will then read or study at least two outside references (books, articles, educational tapes, etc.) on this topic. In addition, an individual who the student believes is especially effective in this area or in some other way is expected to be a good learning source, will be identified. The student is asked to interview (talk with) this individual about their philosophy, style, etc. regarding this topic. Then the student is to apply the new insights and knowledge gained from these sources to develop and implement a plan to positively impact his/her own or someone else's (with the other's consent and involvement) behavior in a desirable way.

The final summary paper should identify your project objective (e.g., what behavior(s) you attempted to change), the plan and method you used for attempting the change, the results, and your interpretation of your project (e.g., what did you learn?). Your outside learning references and interview data should be identified (e.g., in a bibliography) and used to help interpret your project and to write your paper. Your final project paper is due December 13th. A project proposal of a maximum of one page typed summarizing your project objective and plan is due by September 27th. Projects will be graded primarily on a credit/no credit basis. However, exceptional projects will be identified as well as projects that receive credit but are considered "below average".

<b>Date</b>	<b>Topic</b>	<b>Reading</b>
September 6	Course Introduction	
September 13	The Ghosts of Leadership Past and Present	Leadership* Preface, 1,2,5,6
September 20	In Search of Leadership Archetypes - The "Strongman," "Transactor," "Visionary Hero," and "SuperLeader"	Leadership 4
September 27	Contemporary Leadership Challenges: Perception, Leading Knowledge Workers, Fitness, Strategic Leadership etc.	Leadership 9 Mast Self-Lead* 10
<b>** Individual Leadership Development Project Proposal Due **</b>		
October 4	Contemporary Leadership Challenges (cont): Leadership & Behavioral Modeling, Emotional Discipline, etc.	Leadership 9 Mast Self-Lead 10, 11
October 11	Leading the One in the mirror: Mastering Self-Leadership	Leadership 3 Mast Self-Lead (all chpts)
October 18	<b>** Exam 1 **</b>	
October 25	Leading the One in the Mirror: Thought and Spiritual Self-Leadership	Mast Self Lead (especially 3, 5, 6 & 11)
November 1	Leading in the Face of Change	Leadership 8
November 8	Leading Empowered Teams	Leadership 7, Mast Self Lead 7
November 15	Ghosts of Leadership Future: The Power of Failure, SuperLeadership, Etc.	Leadership 7, 10 Mast Self-Lead 11,12
November 29	SuperLeadership and Beyond  Course Review & Conclusion	Leadership 7 Mast Self-Lead 11, 12 Review All Readings
December 6	<b>** Exam II **</b>	
December 13	<b>** Individual Lead Development Project Paper Due **</b>	

\*Leadership = The Art and Science of Leadership, 4th ed.

Mast Self-Lead = Mastering Self-Leadership, 4th ed.