

Principled Leadership (MGT 4305)

Dr. Mitchell J. Neubert

Phone: 710-4092

Office: Hankamer 327

Office hours: 1:30 - 3pm (Tues. & Wed.) and by appt.

Email: Mitchell_Neubert@baylor.edu

What difference will your life make? What legacy will you leave as a leader? How can you use your unique gifts and talents to influence positive change in business and your community?

What are you doing now that will influence your impact on others tomorrow?

Who or what will you serve?

The vision for this class is that you will take steps toward answering these leadership questions and in the process make a difference at Baylor and in the community!

Objectives: This course is designed to achieve the following objectives.

- ✓ Comprehend the foundational principles of leadership.
- ✓ Deepen your understanding of ethics and your personal leadership values.
- ✓ Apply situational leadership principles to your leadership behavior to positively influence those you lead.
- ✓ Understand and experience the principles of effective teamwork in a field setting through SIFE projects.
- ✓ Enhance diagnostic, critical thinking, and planning skills through completing applied projects.
- ✓ Analyze and communicate leadership principles that can be understood by others.
- ✓ Utilize feedback from leadership development assessment tools to increase your self-awareness.
- ✓ Augment communication skills through opportunities to present plans and ideas, discuss or debate course content, and provide constructive feedback to colleagues.

Agenda: Each week will consist of discussing our readings, responding to presentations, and spending time working on team projects. Readings are due to be read and assignments are to be handed in on the dates indicated on the syllabus. We will flexibly follow the following *tentative* schedule that will change slightly as more guest speakers and events are confirmed. Changes to the schedule will be announced on blackboard.

<u>Tuesday, August 26</u>	Introduction; Team building
<u>Thursday, August 28</u>	K&R Chapters 1; Servant Leadership
<u>Tuesday, September 2</u>	K&R Chapters 2 & 3; CQ1
<u>Thursday, September 4</u>	Team building
<u>Tuesday, September 9</u>	Leadership Foundations; K&R Chapter 4; CQ2; Leadership Interviews due
<u>Thursday, September 11</u>	Leadership Foundations
<u>Tuesday, September 16</u>	Situational Leadership; BZ&Z book
<u>Thursday, September 18</u>	Situational Leadership; Team building report due
<u>Tuesday, September 23</u>	Ethical Decision Making; Courage; K&R Chapter 5; CQ3
<u>Thursday, September 25</u>	Class Ethics SLAM!
<u>Tuesday, September 30</u>	Faith; K&R Chapter 6; CQ4
<u>Thursday, October 2</u>	Group Presentations?
<u>Tuesday, October 7</u>	Ethical Decision Making; CSR; K&R Chapter 8; CQ5
<u>Thursday, October 9</u>	Guest Speaker: Steve Angel; SLP update due
<u>Tuesday, October 14</u>	Class Ethics Case Competition
<u>Thursday, October 16</u>	Prudence; K&R Chapter 9; CQ6
<u>Tuesday, October 21</u>	VP presentation Justice; K&R Chapter 7; CQ7
<u>Thursday, October 23</u>	Business and Global Poverty Speaker
<u>Friday, October 24</u>	<i>Hankamer Ethical Leadership Competition</i> 7:30pm - Ken Eldred, Kingdom Business CEO
<u>Tuesday, October 28</u>	<i>BUS 1301 Ethics SLAM!</i>
<u>Thursday, October 30</u>	Justice discussion; SLP update due
<u>Tuesday, November 4</u>	VP presentation Temperance; K&R Chapter 10; CQ8
<u>Thursday, November 6</u>	<i>BUS 1301 Ethics SLAM!</i> Temperance discussion 6:30pm - Dan Sanders – CEO United Supermarkets
<u>Tuesday, November 11</u>	VP presentation Love; K&R Chapter 11; CQ9
<u>Thursday, November 13</u>	<i>BUS 1301 Ethics SLAM!</i> Love discussion
<u>Tuesday, November 18</u>	VP presentation Hope; K&R Chapter 12; CQ10
<u>Thursday, November 20</u>	Hope discussion; Leadership self-analysis
<u>Tuesday, November 25</u>	SLP presentations
<u>Thursday, November 27</u>	Happy Thanksgiving
<u>Tuesday, December 2</u>	Worth discussion; K&R Chapter 13
<u>Thursday, December 4</u>	Ancient Virtues; Leadership self-analysis paper due
Tuesday, December 16	Final Exam 9:00am

Roles:

As the **professor**, I will facilitate your learning through a combination of focused lectures, discussions, readings, notes, videos, and experiential activities.

- **Texts:** *Leading with Integrity* by Kolp and Rea; *Leadership and the One Minute Manager* by Blanchard, Zigarmi, and Zigarmi.
- **Blackboard:** I will post discussion notes, readings, messages, and grades on blackboard. In addition, I will send out information via the email addresses on blackboard.

As a **participant**, you are expected to contribute to the learning experience by actively discussing the reading material, assignments, and activities. You also are a **team member!!**

You can form your own teams with the following stipulations: 1) Teams should have five members; 2) Ideally, each team should have at least one person who will not graduate until 2008. I reserve the right to make adjustments to fit these criteria. Teams will be set in the second week.

Requirements: Total Points - (400 points):**Individual Assignments:** (220 points).

A. Comprehension Quiz (CQ) (100 points total: Ten -10 point - quizzes are scheduled throughout the semester at the beginning of the week. The content of the CQ will come from the readings for the coming week (review questions from end-of-chapter quizzes) as well as class presentations and discussions from the past week. Expect the questions to be detailed and specific. A CQ cannot be made up unless there are exceptional extenuating circumstances. The final test is a comprehensive quiz that can be substituted for your worst quiz grade.

B. Leader Interviews (20 points total: Part 1 – 15 points; Part 2 – 5 points). This two-part project involves interviewing three managers/supervisors of your choice (*Do not conduct interviews with professors, Baylor staff or officers, or pastors – choose business or non-profit leaders*). In addition to a short list of standard questions from the appendix you should add at least one open-ended question of your own that will help you better understand the issues surrounding this manager's leadership challenges. To receive credit for each interview, it must be in the correct excel spreadsheet format (see blackboard for an example) and have answers to each required question as well as a name, a position title, and company information. Part 2 is a one page single-spaced memo that synthesizes the interviews into a series of conclusions you have drawn from the interviews; answer the question of what you learned through the interviews. Please bring a paper copy of the memo to class and send me the excel version of your interviews to me via email. *Keep a paper copy of your interviews for class discussions throughout the semester.*

C. Leadership Self-Analysis (40 points). Drawing upon the various self-assessment instruments, diagnostic information and theory, leadership presentations, and experiences this semester, prepare a two-three page single-spaced memo detailing a Leadership SWOT (Your Strengths, Weaknesses, Threats, and Opportunities) analysis and a personal vision statement that includes your mission and both short and long-term goals. This is due the last week of class.

D. Participation (60 points). This is my evaluation of the quantity and quality of your contribution to class discussions, participation assignments, and your attendance.

Team Projects (180 points).

A. Team Building Report: (20 points). This two-page report includes four sections: 1) Team member names and contact information; 2) Team ground rules; 3) Team MBTI composition and analysis; 4) Project topics and goals.

B. Servant Leadership Projects (SLP): (60 points). These projects are business-oriented service projects. The purposes of the project are to provide you an opportunity to develop your leadership as part of a team and to put into practice the servant leadership principle of serving others. 20 points are associated with progress reports. That is, you will be expected to deliver a memo or a presentation detailing your progress two times throughout the semester. 40 points are associated with your final presentation and 2-3 page single-spaced memo that describes your project, what you learned, and the results you achieved (include actual resources used, etc in an appendix).*

C. Leadership Virtue Project: (70 points).* Each team will be required to teach and facilitate a class session assigned leadership virtue. You will be allowed an hour of class time. You must include the following components: 1) Explain the three or four most important or helpful ideas from the chapter – **DO NOT RESTATE THE WHOLE CHAPTER** (10 points); 2) Demonstrate these ideas using an activity, video clip, poem, song, etc. (10 points); 3) Critique the ideas - both affirming and questioning the ideas using analysis, research, scripture, experience, etc. (10 points); and 4) Provide an example of a business leader, **NOT IN THE CHAPTER**, who exemplifies these ideas and others such that they can be a role model for us (20 points). Your critique and leadership example must each be supported by at least three independent sources. Points also will be awarded based on overall style, flow, and enthusiasm of the session (10 points). A summary of the session content and appropriate citations should be included in a two page single-spaced executive summary (10 points).

D. Ethics Case Competition Presentation: (30 points). This presentation is an analysis of a case with recommendations for action. You will be judged on the ethicality of your recommendations (justified, consistent), the feasibility of your recommendations (financial, practical), and the style of your presentation (clear, compelling).

** Grades on the team presentations will be a combination of audience and instructor evaluations. In addition, your team members' evaluation of your perceived contribution will be factored into the score. Any team members who peers agree did not make satisfactory contributions to team projects will have points deducted from their team project scores.*

Rules (a few ground rules):

1. Be professional in all your written communication: A) Type all assignments, B) Print out assignments using a laser printer or other high quality printer, and C) Proofread all assignments to minimize spelling and grammar errors. A failure to be professional in your written assignments will reduce your assignment grade. I'm expecting professionalism, not perfection.
2. Hand in assignments on time (assignments handed in after class will be considered late). A deduction of 10% will be taken for each class day an assignment is late.
3. Be respectful of one another: A) Do not interrupt another person, B) Do not criticize another person though you are welcome to disagree with his/her opinion, and C) Do your fair share in team and class exercises.
4. Be on time to class. Being late to class will negatively affect your participation score. It also may cause you to miss a quiz.
5. Do not bring food or drink, other than water, to class (Hankamer policy).
6. Ask questions if another person is not being clear (including the professor).
7. Give credit where credit is due. Use appropriate citations or references in memos and presentations. Plagiarism will not be tolerated and will result in a zero for the assignment.
8. Failing to attend at least 75% of classes will result in automatic failure (Baylor policy).
9. Grading will follow a percentage scale with : A – at least 90 % of possible points, B⁺ - 89.99- 87 % of points, B -86.99-80 %, C⁺-79.99-77 %, C-76.99-70 %, D-69.99-60 %, and F-59.99% or below.
- 10.
- 11.

APPENDIX

Manager/Supervisor Questions

1. Background information:
 - Name
 - Position/Job title
 - Company name/years in this company
 - Are they willing to have their responses anonymously included in class discussions and research? Indicate his or her answer.
2. Describe your most significant challenges as a leader?
3. What are the personal characteristics or behaviors that contribute most to your effectiveness as a leader?
4. Who and/or what has contributed to your development as a leader? What was it about this person or experience that impacted your development?
5. What are the most common ethical challenges you face as a leader?
6. YOUR QUESTION(S)

Past and Possible Future Servant Leadership Projects:

- Ethics SLAM! – help implement a competition involving with 500 freshman.
- Ethics Competition – help develop, promote, coordinate, judge, and facilitate the Hankamer School of Business internal ethics competition.
- University Middle School or Carver Academy – teach junior high students basic financial, ethical, and personal success skills.