

EDWARDS SCHOOL OF BUSINESS
UNIVERSITY OF SASKATCHEWAN
Master of Business Administration
MBA 836.2 – Leadership
Course Outline – Fall 2008

Class Time and Location:

The course will be offered during 11 evenings over a period of 3 weeks as follows:

Tuesday, October 14, 2008 to Thursday, October 16, 2008 (inclusive)
Monday, October 20, 2008 to Thursday, October 23, 2008 (inclusive)
Monday, October 27, 2008 to Thursday, October 30, 2008 (inclusive)

Each class will run from 6:30 p.m. to 10:00 p.m. All classes will be held in ESB 116.

Although I do not have an office located within the Edwards School of Business, I will make myself as reasonably available as possible to you during the course. At present, I do have an office located across Campus Drive from the Edwards School of Business at Royal University Hospital if face to face interaction is needed; alternatively I will be available via telephone, e-mail and the Blackboard web portal. Further details on contacting me outside of the above course times will be provided on the first day of class.

Prerequisites:

MBA 803 (Business and Society); MBA 805 (Managing Organizations)

Course Description:

Regardless of size and complexity, both organizations and society in general are placing an increasing emphasis on the importance, role of and success (or lack thereof) of leaders at all levels, in both formal and informal positions of leadership. Why is it that leaders are often regarded as shining stars and highly successful in one organization, environment or set of circumstances, and then viewed as struggling, ineffective or perhaps even outright failures in others? Why are some leaders viewed as the ‘best leader ever’ in the eyes of one and yet seen as the complete opposite by another? These and many other intriguing questions will be explored throughout the course.

The study of leadership remains a fascinating journey, as there has not yet been (and likely never will be!) a definitive or singular recipe for success as a leader; rather, leadership is regarded by many as part science, part art and part mystery. Through this course you will have the opportunity to learn about a wide range of contemporary issues

and perspectives relating to this ever-elusive concept of leadership, particularly as it applies to organizational situations and a business context.

Most importantly, this course will provide the opportunity to uncover, explore and reflect on who you are, what you do and who you choose to be as a leader. This will include the articulation of your own personal philosophy of leadership, the exploration of your own previous, current and future leadership challenges and opportunities, and ultimately, who you want to be as a leader and what your action plan is for moving forward.

Course Requirements & Grade Allocation:

Individual Assignment (Great Leader Interview): 15%

Learning Logs (Journal): 30%

Small Group Paper and Presentation: 20%

Final Examination: 35%

Further details on the above course requirements and related expectations will be provided during the first day of class.

Please see the detailed note regarding the scheduling of the Final Examination under the Course Schedule section below.

Course Format & Materials:

This course will include a mix of lectures, individual reflection, self-assessments, expert speakers, small and large group discussions, and interactive exercises. Each student will be expected to complete the course requirements as outlined above. These course requirements will require application, critical thinking and thoughtful examination of course concepts, theories and learning.

Materials to be used in this course are outlined below. In-person speakers, videos and in-class exercises and simulations will also be used to assist learning about various topics.

Course Readings and Resources:

The following readings and resources will be required for the course; all are available via the University of Saskatchewan Bookstore:

Kouzes and Posner, *The Leadership Challenge* (4th ed.). Jossey-Bass, 2007

Kouzes and Posner, *Leadership Practices Inventory* (3rd ed.). Pfeiffer, 2003

Northouse, *Leadership: Theory and Practice* (4th ed.). Sage, 2006

Additional readings and resources will be provided during the course. Any paper-based readings and resources will be provided in class. Web-based readings and resources will be available via the course page on the University of Saskatchewan Blackboard web portal (blackboard.usask.ca).

Please do not complete the *Leadership Practices Inventory* (LPI) prior to the start of the course; the LPI will be completed as part of an in-class session during the first week.

The primary reading for the course will be *The Leadership Challenge*. While students are neither expected nor encouraged to read the entire text cover to cover, becoming familiar with the general content, themes and layout of the text prior to the start of the course is strongly encouraged. You are also encouraged to read through any chapters that are of particular appeal to you.

The additional course reading (*Leadership: Theory and Practice*) will be covered by the small group presentations and self-assessments that are incorporated into the course, and therefore no reading of this text prior to the course start date is suggested, however you may wish to review and become familiar with the overall structure and format of the text. Again, please do read through any chapters that are of particular appeal to you.

Course Schedule:

Date	Class Topic/Activity (Course Resources)	Deliverables/Assignments
Tue, Oct. 14	Introduction to Course <ul style="list-style-type: none"> • Course Overview and Goals; Expectations • What is Leadership? • Why Study Leadership? • Can Leadership be Taught? • Leadership Myths 	Come with an open mind and a smile! ☺
Wed, Oct. 15	You as a Leader <ul style="list-style-type: none"> • Leadership vs. Management • The Leader’s Journey • You as a Leader • Your Personal Best • LPI Session (K&P Chs. 1 – 2; Northouse Ch. 1)	
Thu, Oct. 16	Model the Way (K&P Chs. 3 – 4)	Copy of LPI submitted by end of class Personal Concept of Leadership Learning Log entry due 5 p.m., Fri Oct. 17
Mon, Oct. 20	Inspire a Shared Vision (K&P Chs. 5 – 6)	
Tue, Oct. 21	Challenge the Process (K&P Chs. 7 – 8)	
Wed, Oct. 22	Enable Others to Act	

Date	Class Topic/Activity (Course Resources)	Deliverables/Assignments
	(K&P Chs. 9 – 10)	
Thu, Oct. 23	Encourage the Heart (K&P Chs. 11 – 12)	Great Leader Interview due 5 p.m., Fri Oct. 24
Mon, Oct. 27	Leadership Theory I: Trait, Skills, Style and Situational Approaches (Northouse Chs. 2 – 5)	Small Group Presentations
Tue, Oct. 28	Leadership Theory II: Contingency, Path-Goal, Leader-Member Exchange Theories (Northouse Chs. 6 – 8)	Small Group Presentations
Wed, Oct. 29	Leadership Theory III: Transformational and Team Leadership; Women and Leadership; Culture and Leadership; Leadership Ethics (Northouse Chs. 9, 10, 12 – 14)	Small Group Presentations
Thu, Oct. 30	Course Closing	Small Group Paper due 5 p.m., Fri Oct. 31

A detailed course schedule will be provided on the first day of class and will be subject to on-going revision, which will be announced during class.

NOTE RE: FINAL EXAMINATION: The Final Examination for this course will be provided in a ‘take-home’ format. The examination will be released at 9 a.m., Saturday, November 1st and will be due 9 a.m., Monday, November 3rd. No exceptions to this timeframe will be made. Please ensure that you protect sufficient time on the weekend of November 1st/2nd for this purpose.

Attendance:

Students are expected to have read and understood the MBA Program Attendance Policy distributed during Orientation and which is posted on the Edwards MBA website at: <http://www.edwardsmba.com/About%20the%20Program/Course%20Requirements.html#attendancepolicy>

Academic Dishonesty:

Students are expected to have read and understood the rules regarding academic dishonesty which are posted on the University of Saskatchewan website at: http://www.usask.ca/university_council/reports/09-27-99.shtml

Each student is expected to know the rules regarding plagiarism and that ignorance of these rules cannot be used as a defense against a charge of academic dishonesty.