

Office of Disability Services (304-293-6700). All materials and related information will be strictly confidential. **All such contacts should be made during the first week of the course.**

Please do not hesitate to contact the instructor if you have other special concerns.

Days of Special Concern

West Virginia University recognizes the diversity of its students and the needs of those who wish to be absent from class to participate in Days of Special Concern, which are listed in the Schedule of Courses. You must notify the instructor by the end of the second week of classes or prior to the first Day of Special Concern, whichever is earlier, regarding your observance if it will affect your attendance. Otherwise, you will be held to the attendance policy as stated in this syllabus.

Grading Policy

<u>%</u>	<u>Learning Assessment Tools</u>
15	Participation
30	Individual written "Case Presentations" (three @ 10% each)
15	Mid Semester Exam
20	Team Case (written and in-class presentation and discussion) *
20	Written Personal Leadership Philosophy and Action Plan

* A portion of this grade is determined by students' written evaluation of (a) overall team effectiveness and (b) the quality of each member's contributions to their own team.

A+	97 percent or greater	C+	79-77
A	96-93	C	76-73
A-	92-90	C-	72-70
B+	89-87	D	69-60
B	86-83	F	59 percent or less
B-	82-80		

Note that the (+) and (-) grades are calculated in your final course grade (which is awarded on the same percentage range). If your course grade is (+) or (-) that will also appear on your transcript. Yet, for your University cumulative grade point average (+) or (-) grades are not calculated. Only the full letter grade for the course is calculated by the University for GPA (cumulative Grade Point Average).

Required Reading

Kellerman, B. (2004). *Bad leadership: What it is, how it happens, why it matters*. Boston, MA: Harvard Business School Publishing.

Kouzes, J. M. & Posner, B. Z. (2007). *The leadership challenge* (4th ed.) San Francisco, CA: Jossey-Bass, a Wiley Imprint.

Sample, S. B. (2002). *The contrarian's guide to leadership*. San Francisco, CA: Jossey-Bass, a Wiley Imprint. (paperback available 2003)

List of eReserves
(In chronological order as required in class)
WVU Libraries
LDR 301 – Problems in Leadership
Dr. Larry Cote
Fall, 2008

- Cote, L. S. (2007). *Problems in Leadership (LDR 301, 3 credit)*. Class handout (syllabus).
- Cote, L. S. (2007). *Case Analysis (a.k.a. Case Method)*. Class handout.
- Cote, L. S. (2007). *Important concepts, skills*. Class handout.
- Cote, L. S. (2007). Case preparation one: SPAM vs. Muppets. Class handout. Adapted for class use from O. C. Ferrell, J. Fraedrick, & L. Ferrell. (2002). *Business ethics: Ethical decision making and cases* (5th ed. pp. 267-271). Boston: Houghton Mifflin.
- Cote, L. S. (2007). *Final project: Personal leadership philosophy and action plan*. Class handout.
- Cote, L. S. (2007). *Team case presentation*. Class handout.
- Covey, S. R. (1998). Servant-leadership from the inside out. In L. C. Spears (Ed.), *Insights on leadership: Service, stewardship, spirit, and service-leadership* (pp. xi-xviii). New York: John Wiley & Sons.
- Spears, L. C. (1998). Tracing the growing impact of servant leadership. In L. C. Spears (Ed.), *Insights on leadership: Service, stewardship, spirit, and service-leadership* (pp. 1-13). New York: John Wiley & Sons.
- Gomberg-Tower, L. (2007). APA documentation: Illustrations of common operational rules. Class handout.
- Greenleaf, R. K. (1998). Servant-leadership. In L. C. Spears (Ed.), *Insights on leadership: Service, stewardship, spirit, and service-leadership* (pp. 15-20). New York: John Wiley & Sons.
- Cote, L. S. (2007). Case preparation two: Mint condition. Class handout. Adapted for class use from J. M. Kouzes, & B. Z. Posner. (2002). *The leadership challenge: Instructor's guide* (3rd ed. pp. Appendix, 12-22). San Francisco: Jossey Bass.
- Cote, L. S. (2007). *Creativity tips*. Class handout.
- Leholm, A. & Vlasin, R. (2006). *Increasing the odds for high-performance teams: Lessons learned* (pp. 14-20). East Lansing: Michigan State University Press.
- Leholm, A. & Vlasin, R. (2006). *Increasing the odds for high-performance teams: Lessons learned* (pp. 274-284). East Lansing: Michigan State University Press.

Hardesty, D. C., Jr. (May, 2003). Ten characteristics of a highly effective organization [Guest Commentary]. *The State Journal*. Charleston, WV: West Virginia Media. Retrieved August 17, 2007, from <http://www.wvu.edu/administration/speeches/May2003.htm>.

Heifetz, R. A. & Linsky, M. (2002). *Leadership on the line: Staying alive through the dangers of leading* (pp. 9-10, 51-74). Boston: Harvard Business School Press.

Lovell, R., Cote, L., & Hutchins, R. (2005, Rev. 2007). *Case preparation three: Group/team leadership and analysis*. Class handout. Adapted for class use from W. Bennis. (1997, Winter). The secrets of great groups. *Leader to Leader*, 3, 29-33.

Yingling, P. (May, 2007). A failure in generalship. *Armed Forces Journal*. Springfield, VA: Army Times Publishing.

Foglesong, R. H. (June 3, 2007). You can identify the qualities of a good leader, and character counts. *The Charleston Gazette*. Charleston, WV: Charleston Newspapers. Retrieved June 5, 2007 from <http://www.wvgazette.com/section/Opinion/Op-Ed+commentaries/2007060219>.

Kouzes, J. M. & Posner, B. Z. (2006). *A leader's legacy* (pp. 170-181). San Francisco: Jossey Bass.

Instructions for obtaining eReserves materials

Obtain by:

1. Go to www.libraries.wvu.edu
2. Under "Services" heading, click on "eReserves & Reserves"
3. Click heading "search for electronic reserves . . ."
4. In left block, enter your username and password (see instructions there)
5. In right hand block, enter professor's username "cote" and password "173"

Rev. 8/17/08
L. S. Cote

Additional readings are required and are accessible through WVU Libraries eReserves and traditional Reserves. The WVU Leadership Studies Office maintains an on-line Leadership Reference List of additional resources. It may be found at <http://leadershipstudies.wvu.edu> . Most of these resources may be read on-site in the Leadership Reading Room across the hall from Dr. Cote's office.

Class Organization, Schedule and Assignments/Due Dates

<u>Problem</u>	<u>Week</u>	<u>Class #</u>	<u>Date</u>	<u>Assignments</u>
Preparing to lead	1	# 1	M, Aug 18	Introductions Syllabus (GW=Group Work) Responsibilities (to each other) Our three books
		#2	W, Aug 20	PV(C)+KE-O=PLPh LDR 201 Review (GW) Kellerman Intro, 1 Northouse (scan) Personal Leadership Philosophy (PLPh) and Action Plan (eR=eReserves)
	2	#3	M, Aug 25	Read: Case Study Method (eR) Sample 4 (you are what you read) and 10 (being pres. v. doing pres.) Kellerman 2 Cote "Important Concepts, Skills" (eR) Case Prep One, Spam vs. Muppets (eR) Team assignments Team Case Assignment GW
		#4	W, Aug 27	Guest Presentation: Generation WV/Morgantown Paul Daugherty and friends Read: Sample 2 (artful listening) Kouzes & Posner, (2007) 1, 2 GW: Team assignments (in groups)
Rising to lead			M, Sept 1	Labor Day Recess
	3	#5	W, Sept 3	Guest Presentation: Ms. Lynne Ventress "Rising to Lead"; the elevator talk Read: Covey, Spears, Greenleaf on Servant Leadership (eR) Kouzes & Posner (2007) 3, 4 GW

<u>Problem</u>	<u>Week</u>	<u>Class #</u>	<u>Date</u>	<u>Assignments</u>
Ethical dilemmas	4	#6	M, Sept 8	Read: Kellerman 3 (see ineffective vs. unethical) Sample 6 (give the devil his due) Discussion: Servant Leadership Case Prep One due
Creating and sustaining more leaders and building your senior team		#7	W, Sept 10	Read: Sample 8 (work for those who work for you) Kellerman 7 (callous) GW
	5	#8	M, Sept 15	Film: "Everyday Creativity", DeWitt Jones Read: Case Prep Two, Mint Condition (eR) Kouzes & Posner (2007) 7, 8 Cote "Creativity Tips" (eR)
		#9	W, Sept 17	Read: Sample 9 (follow the leader) Leholm, Vlasin, ". . . high performance teams . . ." (eR) Team Case Assignment: Proposal due GW: Team spokespersons present proposal Case Prep One returned, discussed
Thinking, acting strategically	6	#10	M, Sept 22	Read: Sample 1 (thinking gray, and free) Kellerman 5 (rigid) GW
		#11	W, Sept 24	Read: Kouzes & Posner (2007) 5, 6 Hardesty's "Ten characteristics of . . ." (eR) Discussion: (1) "Ten characteristics . . . strategic planning primer" (2) Context for leadership: Ensor painting GW
	7	#12	M, Sept 29	Read: Heifetz, Linsky "Danger . . . On the balcony . . ." (eR) Discussion: Dr. Cote ". . . and noticing the grass isn't cut"; the balcony Preview of Mid Term Essay Exam
Complexity vs. simplicity . . . process vs. action		#13	W, Oct 1	Guest presentation: Panel of Achievers Re-read: "Important Concepts, Skills" (eR) Case Prep Two due
MID SEMESTER	8	#14	M, Oct 6	Mid Term Essay Exam (in class)
		#15	W, Oct 8	Guest presentation: Leading in confusion

<u>Problem</u>	<u>Week</u>	<u>Class #</u>	<u>Date</u>	<u>Assignments</u>
	9	#16	M, Oct 13	Review of mid term exam
Hard work, persistence, determination		#17	W, Oct 15	Read: Kellerman 6 (intemperate) Sample 5 (decisions, decisions)
	10	#18	M, Oct 20	Read: Kellerman 4 (incompetent) Assignment: Case Prep Three, Great Groups (eR) GW Case Prep Two returned, discussed
		#19	W, Oct 22	Brief status reports due: PLPh (1 page) Kouzes & Posner (2007) 11, 12
Diversity, inclusiveness as competitive advantage	11	#20	M, Oct 27	Read: Kouzes & Posner (2007) 9, 10 Guest presentation: diversity, inclusiveness
		#21	W, Oct 29	Presentation: Ann Berry, Jen Fisher, Bob Roberts, "Crisis leadership"
	12	#22	M, Nov 3	Read: Kellerman 9 (insular) Case Prep Three due
Moral character, courage; "competence without character"		#23	W, Nov 5	Read: Sample 3 (experts and charlatans) Kouzes & Posner (2007) 13 (call to action)
	13	#24	M, Nov 10	Read: Yingling "A failure of generalship (eR) Fogelsong "Character as . . . " (eR) Case Prep Three returned, discussed
		#25	W, Nov 12	Team Case Presentations (two teams)
Knowing when and how to leave	14	#26	M, Nov 17	Team Case Presentations (two teams)
		#27	W, Nov 19	Team Case Presentations (two teams) Personal Leadership Philosophy due
			Nov 22-30	Thanksgiving Recess
	15	#28	M, Dec 1	Read: Kellerman 8 (corrupt), 10 (evil) Sample 7 (know which hill . . .) GW

<u>Problem</u>	<u>Week</u>	<u>Class #</u>	<u>Date</u>	<u>Assignments</u>
	#29		W, Dec 3	Read: Kouzes & Posner, 2006, <i>The Leader's Legacy</i> (eR) Newspaper article "The summit" (eR) Presentation and discussion: Dr. Cote, "Mastering paradoxical behavior" Written course evaluation
			Dec 8-13	Final Exam Week

"Leadership is one of mankind's most precious resources." (Sample and Bennis from undergraduate course announcement and syllabus, "The Art and Adventure of Leadership", fall 2005, University of Southern California)