

Seminar in Leadership & Management

CJ 635 01

Fall 2007

Sun: 8AM – 5PM; Rm: A213

Dr. R.L. Garner

Office: C219 / rgarner@shsu.edu

(936) 294-4646

Office Hours: Sun: 5-7 PM

Other Times By Appointment

TEXTBOOKS:

- Hughes / Ginnett / Curphy (2006). *Leadership (5th Edition)*, Irwin / McGraw-Hill. 0-07-288120-8
- Kouzes / Posner (2002) *The Leadership Challenge (3rd Edition)* Wiley. 0-7879-6833-1

The first text is the main source for this course.

Other Readings:

- Blanchard / Johnson (1983). *The One Minute Manager*. Berkley. 0-42509847-8
- Covey, S. (2004). *The 7 Habits of Highly Effective People*. Free Press. 0-74326951-9.
- Garner, R (2006). *Criticism Management: How to More Effectively Give, Receive, and Seek Criticism in our Lives*. Prescient Press. 978-0977-499700
- Other Material as Assigned.

Book Review Readings: See List / Information Provided by Instructor

Video Segments: See List / Information Provided by Instructor

COURSE DESCRIPTION AND OBJECTIVES:

1. **DESCRIPTION:** This course involves a survey of leadership principles and practices, including defining leadership, characteristics of effective leaders, the process of becoming a leader in a criminal justice setting, influence and behavioral practices of leaders, and situational awareness. This seminar will combine the formats of lecture, classroom presentations, and group discussion. Seminar has been defined as “a group of advanced students engaged in study and original research under the guidance of a professor who meets with them for reports and discussions.”

2. **OBJECTIVES:** a) Acquaint the student with the basic principles of Leadership and its relevance to understanding behavior; b) Examine some of the theoretical and empirical research on leadership and the leadership process; c) Introduce issues which move beyond the theory of leadership and toward application and practice; d) Work to develop analytical and problem-solving skills in the application of leadership principles; e) Examine the key “ingredients” in becoming a successful leader and expand on those in class discussions and assignments, and; f) Examine ways in which an understanding of applied leadership can be beneficial in real-world, applied settings.

REQUIREMENTS AND KNOWLEDGE EVALUATION:



ATTENDANCE: As most know, attendance is usually correlated with a better understanding of key concepts and better course results (scores), thus, is strongly encouraged. The responsibility of acquiring information, notes, etc. from lecture on any day missed or time absent rests SOLELY with the student. It is a good idea to coordinate with another class member *in advance*, so that you can obtain copies of class notes for any absence that might unavoidably occur. Attendance will be taken and recorded pursuant to University policy. Any student who is chronically absent or late as determined by the instructor is subject to being summarily dropped from the course. Additionally, excessive absence or tardiness may result in other sanctions including, but not limited to, reduction in grade, ineligibility to participate in extra credit (if available), and exclusion from certain class functions such as exam reviews. *More than 8 class hours of absences will result in failure of this course.* It is the responsibility of each class member to insure that they are properly registered for this section. (See exam Absences below.)

GRADING: Grades will be based on the instructor’s evaluation of student performance. Students have complete responsibility for their effort and attention to the class and, thus, their ultimate grade in the course. Students have some latitude in their final course grade depending on their individual needs by selecting one of two options. General grading standards apply to each assignment with a score of 90 or better equaling an A; 80 – 89 equaling a B; 70 – 79 results in a C; and 69 or less is an F (there are no D’s in graduate school).

Option 1:

Students can complete both Exams, (and the other class requirements: the Book Review, and the Video Report) and have the option to decline completing the paper requirement. Those who complete the two exams and the two reviews with a mean grade of 80 or better will receive a “B” in the course. Those who complete the two exams and the two reviews with a mean grade of 70-79 will receive a “C” in the course. Scores of 69 or less will result in failure of the course. Notice that this option does not require completion of the paper / writing assignment and those selecting this option are not eligible to receive an “A” in the course.

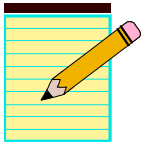
Option 2:

Students who select this option have the *opportunity* to earn an “A” in the overall course; obviously this is dependant upon the performance on each of the two Exams (and the other class requirements: the Book Review, and the Video Report) and the completion of the research paper / writing assignment. In this option, the final grade will be based on the exams, class requirements, and the research paper / writing assignment. The research paper will be valued equally (100 possible points each) to the Exam scores and the final course grade will be the mean of the exams, other class requirements, AND the research paper.

The instructor will announce a deadline for student’s decisions on which option they wish to pursue. After that time, students will not be allowed to change their decision (Like the ‘final answer’ in “Who Wants to be a Millionaire”). If a student elects Option 2, for example, but fails to complete the paper, the result will be a failure of the class.

EXAMS: Exams may include essay, short answer, fill-in-the-blank, matching, multiple choice, or any other configuration. Exams may include an allotment of points that encompass in-class exercises or assignments.

EXAM ABSENCES: Absences on exam days are extremely problematic. Make-up exams will be given ONLY in the event of (1) illness substantiated by a physicians note or (2) other VERIFIABLE and SUFFICIENT extenuating circumstances (as determined solely at the instructor discretion). The student must submit their explanation and verification / documentation in writing (typed). The instructor or his designate will review and verify the reason for the absence before approving the make-up of a missed exam. Such make-up exams will be of a different construction than the original and will usually not be administered until the end of the semester. (Based on past experience, it is MUCH better to take the original exam. Those taking the make-up exams typically score much lower.) If the absence is not deemed acceptable, a score of “0” will be entered for the missed exam.



READINGS: Most classes have assigned chapter(s) / readings. It is expected that each participant will be able to adequately explain the major thrust of these readings and their relevance to the scheduled topic. Students should “brief” each of the readings in such a way that a discussion of the topic could be comprehensible to your metaphorical grandmother. In addition to the main texts, additional reading will be covered during the times indicated on the tentative course schedule.

CLASS REQUIREMENTS / ASSIGNMENTS: In addition to the required readings, each class member will be required to complete two other course activities.

Book Review: The participants will read and review a relevant “popular press” text in the area of Leadership and Management from a list provided by the instructor. Other texts not on this list may be considered but must be approved in advance. A 1000-3000 word report on this text is to be prepared highlighting the major contributions of the text, the potential benefit that might be gained from reading the material, and how the text relates to the more academic literature provided in the class.

Video Review: The participant will watch a selected “popular” video from a list of videos provide by the instructor and write a 1000 to 3000 word review of the movie as it relates to the topic of leadership and management. Particular focus should be on what leadership or management principles are evident in the video.

WRITING ASSIGNMENT: (Option 2). Each student selecting Option 2 will be responsible for writing a comprehensive paper based on the material and readings relevant to this class. The paper will adhere to the APA style manual, with all appropriate heading and format requirements. If not specifically assigned, topics must be evaluated and approved by the instructor. The ability to follow instructions, grammar, punctuation, sentence structure, as well as content will be evaluated. It is anticipated that this proposal will be of such quality that upon completion of the proposed endeavor, the paper would be immediately worthy of submission to a peer-reviewed journal. Additional information regarding this assignment will be provided in class.

Summary Scoring of Assignments:

Exam 1 = 100;

Exam II = 100;

Book Review = 25;

Video Review = 25;

Research Paper = 100 (OPTION 2 ONLY – Those choosing Option 1 Do Not complete this assignment)

COMPUTER / BLACKBOARD: Each participant must be thoroughly familiar with the Blackboard program used by our university and possess the requisite computer skills and technology appropriate for this course. Bb Tutorials are available on-line and should be reviewed to ensure complete familiarity with all aspects of Bb.

E-MAIL COMMUNICATION: All correspondence sent to the instructor via e-mail must include the following format in the Subject line: CJ 635<> Last Name, First Initial <>Topic / Assignment (<> = space)

ACADEMIC HONESTY:

The Faculty of the College of Criminal Justice expects students to conduct their academic work with integrity and honesty. Acts of academic dishonesty will not be tolerated and can result in the failure of a course and dismissal from the University. Academic dishonesty includes, but is not limited to, cheating on a test, plagiarism, collusion – the unauthorized collaboration with another person in preparing work offered for credit, the abuse of resource materials, and misrepresentations of credentials or accomplishments as a member of the college. The University’s policy on academic honesty and appeal procedures can be found in the manual entitled Student Guidelines, distributed by the Division of Student Services. Also see: <http://www.shsu.edu/administrative/faculty/sectionb.html#dishonesty>

Criminal Justice is a field in which high standards and expectations must exist. Each student is to review the current edition of the *Guidelines* concerning general University policy on this matter. Any violation of the policy will result in failure of this course and the initiation of proceedings for expulsion from this institution.

DISABLED STUDENT POLICY:

“Students with a disability which affects their academic performance are expected to arrange for a conference with the instructor in order that appropriate strategies can be considered to ensure that participation and achievement opportunities are not impaired.” The physically impaired should review the following policies for more information:

http://www.shsu.edu/~vaf_www/aps/811006.html

Information on services for disabled students can be found at:

<http://www.shsu.edu/~counsel/sswd.html>

STUDENT ABSENCES ON RELIGIOUS HOLY DAYS POLICY:

University policy 861001 provides the procedures to be followed by the student and instructor. Please see detailed information at:

<http://www.shsu.edu/catalog/scholasticrequirements.html#holyday>

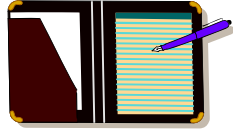
CLASSROOM DECORUM:

Pursuant to University and other guidelines, Food, Drink, or active Pagers and Cell Phones may not be permitted in the classroom. Each student is expected to behave in a manner that is respectful of the class, the instructor, guests, and fellow students. Students are expected to have prepared adequately for each class meeting, having completed all assignments and readings. Recording devices are not permitted without the expressed written consent of the instructor. Laptop computer may be used for off-line note-taking only. During class time laptop computers must not be logged onto any outside messaging service or internet connection.

NINETY SECOND PAPERS:

In order to help insure a better understanding of the material, the last few minutes of each class period will be available for students to write and turn in SPECIFIC questions about any of the topics presented during that class period. This is an optional process and the papers can be submitted with your name affixed or anonymously. The instructor will evaluate all of the submitted questions and make sure that those most frequently asked are addressed during the next class meeting. In some cases (if your name is attached) the instructor may provide you information directly on the page and return it to you before the beginning of the next class.

Seminar in LEADERSHIP & MANAGEMENT



TENTATIVE COURSE SCHEDULE

L = Leadership Text – Hughes / Ginnett / Curphy

- 8/26 Introduction to Course; Review Syllabus; Study Recommendations;
Introduction to Leadership as a process not a position.
L = Chapter 1; *The Leadership Challenge*
- 9/09 Focusing on the Leadership process and the interaction of leaders with both followers
and situations. Examine leadership development and assessing its effectiveness.
L = Part I (Chapters 2-4); *The Leadership Challenge*
- 9/30 Examine the characteristics of leaders including ethics, values, attitudes, personality, and
behavior. Look at leadership behavior, including charisma and the development of
power and influence.
L = Part II (Chapters 5-8); *7 Habits of Highly Effective People*
- 10/21 **EXAM I;**
Class: Here we will look at the characteristics of those who may be inclined to follow a
leader. This, of course, provides insight into what skills can enhance a leader's
effectiveness.
L = Part III (Chapters 9-10); *Criticism Management: How to...*
- 11/11 Situational influences are discussed including the organizational environment and
climate. Further issues surrounding leadership in the future are addressed.
L = Part IV (Chapters 11-13); One Minute Manager; Book Review & Presentation Due
- 12/1 A look at building the types of basic and advanced skills which will allow one to become
a more proficient leader. Here we resolve the class into a focus on the applied practice of
leadership---moving beyond the theory.
L = Part V; Video Review & Class Presentation Due; Research Paper Due (Option 2)
- 12/15 **EXAM II**

NOTES:

Disclaimer: All issues contained herein are subject to change without notice; substantial penalty may apply for early withdrawal; Tax, title, license not included; object may be closer than they appear; syllabus may be a choking hazard to small children.