Instructor: Carrie Blair Messal, PhD  
Office Hours: 8-9:15 AM, 10:45AM-noon, Tuesday / Thursday (appointment recommended)  
Office: 5 Liberty Street (Beatty Building), Suite 300  
Contact: messalc@cofc.edu, 843-953-8105

Textbook & Course Materials:
- (custom abbreviated version) Hughes, Ginnett, Curphy. Leadership: Enhancing the Lessons of Experience (10th Ed) - McGraw Hill. CONNECT is required. (textbook & CONNECT ~ $125)  
  https://connect.mheducation.com/class/c-messal-2022-fall---section-1-f2f
- Register at HBSP to purchase the case analyses & articles:
  - Required (case & Simulation ~$20; these items are not available for free online; must purchase):  
    https://hbsp.harvard.edu/import/967172
  - Optional (articles may be purchased for ~$45; articles are also available for free via library database):  
    https://hbsp.harvard.edu/import/967169

Course Description: An investigation of the factors that determine leadership with special emphasis on the leader’s vision. The effectiveness of leaders from a wide variety of disciplines will be examined. Contemporary leaders will be selected in order to apply theories and concepts to current situations that can be easily visualized.

Prerequisite: Junior standing.  
Several SB Learning Goals are addressed in this course.

GLOBAL AND CIVIC RESPONSIBILITY: Students will be able to identify and define social, ethical, environmental and economic challenges at local, national and international levels. Students will also be able to integrate knowledge and skills in addressing these issues. Several speakers discuss their business and civic roles in the class, and several articles raise these issues. Integration across these issues is expected in the essay exams and case analysis responses.

INTELLECTUAL INNOVATION AND CREATIVITY: Students will be able to demonstrate their resourcefulness and originality in addressing extemporaneous problems. Students will be faced with problems to solve throughout the semester, specifically in the form of class exercises. In addition, an article is assigned that addresses factors that encourage and detract from creativity in organizations.

SYNTHESIS: Students will demonstrate the ability to integrate knowledge from multiple disciplines incorporating learning from both classroom and non-classroom settings in the completion of complex and comprehensive tasks. Students will be expected to integrate ideas from multiple sources in order to solve problems, explain positions, etc.

COMMUNICATION SKILLS: Students will demonstrate the ability, via both written and spoken word, to effectively present, critique, and defend ideas in a cogent, persuasive manner. The majority of the assessment in this course will be in the form of written and verbal analysis. Exams will be essay based, and several written assignments are due. As part of their grade, students are expected to engage in oral discussion of articles, and will frequently be expected to participate in class discussion.
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College of Charleston QEP in Sustainability Learning Goals are also addressed in this course.

SLO1: Identify various elements of sustainability and relationships between them. Student work identifies elements of sustainability and relationships between them. Several speakers discuss the motivations for their work in the non-profit sector, and one identifies “people profit planet” as embedded in the company value systems. An essay question asks students to reflect on this.

SLO 3: Identify policies and practices that have led to unsustainability. Student work identifies and provides a comprehensive description of 2 or more major unsustainable policies/practices, and connects them to other course content. One of the case analysis assignments is sustainability relevant, and students will be cued to discuss sustainability in their response.

Course-level goals include:

**Use and apply leadership terms and theory.**

a. Distinguish leadership from management.
b. Discuss Trait theory of leadership
c. Discuss behavior theory of leadership
   i. Task vs. Relationship
   ii.Blake & Mouton’s Leadership Grid
d. Discuss contingency theories of leadership
   i. Fiedler’s Contingency Theory
   ii. Hersey & Blanchard’s Leadership Theory
   iii. Path-Goal Theory
   iv. Substitutions for leadership model
e. Discuss follower theories of leadership
   i. Implicit theory of leadership
   ii. Transactional leadership
   iii. Transformational leadership
f. Explain the impact of follower perception on leader ability to influence.
g. Recognize sources of power, and identify influence tactics given different sources of power.
h. Discuss longitudinal outcomes associated with hard and soft influence tactics.

2. Explore individual characteristics in relation to leadership.
   a. Complete personality and style assessments.
b. Analyze personal preferences in relation to past leadership behaviors.
c. Recognize diversity issues related to leadership.

3. Identify effective leadership style given characteristics of the culture, organization, and situation.
   a. Relate generational and cultural changes to changes in leadership styles.
b. Identify effective leadership style given organization characteristics.
c. Apply the Curphy & Roellig Followership Model to the evolution of an organization.

4. Discuss factors that cause leaders to behave unethically.
   a. Identify ethical dilemmas.
b. Apply rules for ethical decision making to organizational problems.

5. Recommend solutions to an organizational problem based on leadership theory.
   a. Theory applied to org problems including issues of sustainability.
b. Students identify how values, culture, and leadership style can influence ethical behavior.
Assignments

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Grade Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam 1</td>
<td>100</td>
<td>A 94%</td>
</tr>
<tr>
<td>Exam 2</td>
<td>100</td>
<td>A- 90%</td>
</tr>
<tr>
<td>Exam 3</td>
<td>100</td>
<td>B+ 88%</td>
</tr>
<tr>
<td>Project 1 – Race, Equity, &amp; Inclusion Assignment</td>
<td>25</td>
<td>B 84%</td>
</tr>
<tr>
<td>Project 2 – Final Case</td>
<td>25</td>
<td>B- 80%</td>
</tr>
<tr>
<td>Participation – Change Simulation</td>
<td>20</td>
<td>C+ 78%</td>
</tr>
<tr>
<td>Participation – Class Discussions</td>
<td>10</td>
<td>C 74%</td>
</tr>
<tr>
<td>Participation – Class Discussions</td>
<td>10</td>
<td>C- 70%</td>
</tr>
<tr>
<td>Participation – Class Discussions</td>
<td>10</td>
<td>D+ 68%</td>
</tr>
<tr>
<td>Learn Smart Assignments (10 chapters x10 points each)</td>
<td>100</td>
<td>D- 60%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>500</td>
<td>F 59% and below</td>
</tr>
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Assessment:

- **McGraw Hill Connect Learn Smart.** Before the class meeting when each chapter is covered, you are expected to complete the McGraw Hill Connect on-line quiz associated with that chapter. The quiz is set to close at 12:15 PM, thus you MUST be finished before the class begins. Exceptions will not be made for late submissions.
- **Case/projects.** Case/project assignments are due during the semester. Each requires integration with course concepts and about approximately 500 words of analysis. More specific instructions will be given.
- **Exams.** The exams are multiple-choice and essay-based. They are on-line, open-note, open-book … but are NOT collaborative. For each exam, you will answer a number of multiple-choice items plus essay questions. The answers may seem simple, but to get full credit, you must justify your answer with information from at least three different sources from the assigned readings. Please note that it is necessary to include references and citations in your essay answers, even to the material that we cover in class. It is also expected that you use accurate grammar and spelling, and that you write with clarity.
- **Harvard Simulation.** Students are assigned a simulation to complete in November. To get full credit, students must either 1) successfully lead change by getting 18 adopters within the allotted number of weeks, or 2) complete all 4 scenarios in a way that indicates thoughtful participation. More information will be given. The simulation counts as one of the 5 participation grades.
- **Class preparation & participation.** Students must arrive prepared, on-time, and ready to participate in discussion and presentation for each class period. If the student participates via video (e.g., due to COVID quarantine, etc.), it is also necessary that the student arrive on-time, ready to participate, and ready to engage via an active video screen (technical issues should be discussed with the professor in advance). Consistent demonstration of familiarity with readings will certainly be considered in cases of borderline grades. Furthermore, students are expected to engage and participate in assigned exercises and simulations.
- **Pop Quizzes.** Students should anticipate pop quizzes, especially in correspondence to the assigned Harvard readings.
- **BONUS.** In OAKS, there is an option to participate in a Student Research Panel. You’ll receive 5 bonus points for each time you participate, and you can participate up to 3 times (15 points, or 3% of your total grade). As alternative, there will be opportunities to attend speaker events this semester. Check Oaks for information.

**Center for Student Learning:** I encourage you to utilize the Center for Student Learning’s (CSL) academic support services for assistance in study strategies and course content. They offer tutoring, Supplemental Instruction, study skills appointments, and workshops. Students of all abilities have become more successful using these programs throughout their academic career and they are available to you at no additional cost. For more information regarding these services please visit the CSL website at [http://csl.cofc.edu](http://csl.cofc.edu) or call (843)953-5635.
Lying, cheating, attempted cheating, and plagiarism are violations of our Honor Code that, when identified, are investigated. Each incident will be examined to determine the degree of deception involved.

Incidents where the instructor determines the student’s actions are related more to a misunderstanding will handled by the instructor. A written intervention designed to help prevent the student from repeating the error will be given to the student. The intervention, submitted by form and signed both by the instructor and the student, will be forwarded to the Dean of Students and placed in the student’s file.

Cases of suspected academic dishonesty will be reported directly by the instructor and/or others having knowledge of the incident to the Dean of Students. A student found responsible by the Honor Board for academic dishonesty will receive a XF in the course, indicating failure of the course due to academic dishonesty. This grade will appear on the student’s transcript for two years after which the student may petition for the X to be expunged. The student may also be placed on disciplinary probation, suspended (temporary removal) or expelled (permanent removal) from the College by the Honor Board.

Students should be aware that unauthorized collaboration—working together without permission— is a form of cheating. Unless the instructor specifies that students can work together on an assignment, quiz and/or test, no collaboration during the completion of the assignment is permitted. Other forms of cheating include possessing or using an unauthorized study aid (which could include accessing information via a cell phone or computer), copying from others’ exams, fabricating data, and giving unauthorized assistance.

Research conducted and/or papers written for other classes cannot be used in whole or in part for any assignment in this class without obtaining prior permission from the instructor.

Students can find the complete Honor Code and all related processes in the Student Handbook at https://deanofstudents.cofc.edu/honor-system/studenthandbook/

Disability Accommodation

The College will make reasonable accommodations for persons with documented disabilities. Students should apply at the Center for Disability Services / SNAP, located on the first floor of the Lightsey Center, Suite 104. Students approved for accommodations are responsible for notifying the professor as soon as possible and for reminding the professor one week before accommodation is needed.

Emergency Preparation

If the College of Charleston closes for any reason, students are responsible for taking course materials with them in order to continue with course assignments consistent with college policies and instructions provided by faculty. In cases of extended periods of institution-wide closure where students have relocated, the instructor will articulate a plan that allows for supplemental academic engagement in accordance with the College of Charleston schedule and guidelines.

If one or more students are absent for an extended period of time due to COVID-19 (quarantine or isolation), instructors may, at their discretion, conduct the class exclusively online via OAKS for the duration of student quarantine/isolation, record class lessons to share with students, or choose an alternate accommodation that provides the impacted student(s) with the opportunity to continue in the course. The specific accommodation will vary depending on the number of students affected, the expected duration of their absence, and the needs of the class.
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Schedule (DRAFT)

A schedule of speakers, assignments, and due dates will be made available within OAKS by the first day of class. Because the speakers often need to rearrange their dates, this schedule is subject to change. Use OAKS to access the class schedule.