AD 733, Leadership and Management
Summer 2003
August 5 – 21
(August 15-17 in NH)

Location: SARGENT CENTER, HANCOCK NH and BOSTON UNIVERSITY, CHARLES RIVER CAMPUS

Instructor: RICHARD J. KATTAR

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COURSE OBJECTIVES:
• Understand differences and characteristics of leadership versus management

• Develop insight into your preferred style of leadership

• Understand role of communication in effective leadership and the barriers that may have to be overcome

• Awareness of the “fit” between leadership style and situation in decision making

• Opportunity to experiment with and observe various forms of leadership behavior in an outdoor “laboratory” setting

• Exposure to leadership writings of four selected authors

COURSE MATERIALS:


A paper comparing and contrasting the Jones and Phillips books will be submitted at the final class session.

Various assessment instruments, cases and other handouts will be distributed over the term of the course.
COURSE REQUIREMENTS:

Attendance at all class meetings is expected. Give the intensive format of this course, an absence of any length will result in a significant obstacle to satisfactory course completion.

To succeed in this course, you will need to actively participate in all aspects of this course, including the experiential “lab” sessions. At a minimum, this means interacting with classmates, offering ideas and suggestions (without necessarily being called upon), asking questions and supporting the efforts of others.

All class members are expected to recognize the right of others to express an opinion, to be respectful when disagreeing, and not to dominate periods of discussion. Everyone is to be afforded an opportunity to speak, and to be heard.

Written assignments are to be submitted by the announced deadlines. Late submissions will be reduced by one grade level (i.e. an “A-“ will become a “B+“). All written work is to be the original work of the author, with citations where appropriate. Incidents of plagiarism will result in an automatic “F” for the course and possible disciplinary action.

The “mechanical” quality of your writing will be as important as the originality of the thoughts expressed. Sentence structure, grammar, spelling will be considered in the evaluation of all written work. Use an editor if you have concerns in this regard. This will be discussed in greater detail at the first class meeting.

EVALUATION:

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<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Participation</td>
<td>40%</td>
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<tr>
<td>Review Exam</td>
<td>15%</td>
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<tr>
<td>Case Analysis</td>
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<td>Book Reviews</td>
<td>15%</td>
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<td>Integrative Paper</td>
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Participants may have the option of an additional assigned reading, with a written analysis, to offset a low evaluation in any of the above categories.

COURSE OUTLINE AND SCHEDULE:

Orientation and Overview

MODULE 1: Leadership versus Management

MODULE 11: Discussion of Leader Style
Lab

MODULE III: Communications: Mean, Barriers, Techniques

MODULE IV: Situational Model
   Lab

MODULE V: Decision Making

MODULE VI: Motivation (Case)
   Lab
   Theories/Forms of Motivation

MODULE VII:
   Discussion of Power

MODULE VIII:
   Case Discussion
   Future Assignments
   Reflection – Quiz

MODULE IX: Integrative Papers
   Book Reviews
   Course Evaluation