IT 440 - Manufacturing Policy  
(unofficially: Intro to Leadership)  
Spring 2013

Instructor Information
Instructor: Dr. Bruce DeRuntz  
Class Meeting Times: Tuesday: 4-7  
Course Location: D-102  
Office Hours: Tuesday & Thursday 9:00 – 12:00  
Office Phone: 618.453.7829  
E-mail: bruce@siu.edu  
Course Webpage: https://online.siu.edu/

Course Objective
This special topics course is designed to provide a basic introduction to leadership by focusing on what it means to be a good leader. Emphasis in the course is on the practice of leadership. The course will examine topics such as: the nature of leadership, recognizing leadership traits, developing leadership skills, creating a vision, setting the tone, listening to out-group members, handling conflict, overcoming obstacles, and addressing ethics in leadership. Attention will be given to helping students to understand and improve their own leadership performance.

- Students will gain through self-assessment questionnaires an awareness of their own leadership philosophy, traits, skills, and behaviors.
- Students will gain through real-world observation exercises an understanding of the fundamental ways leadership is practiced in on-going organizations.
- Students will gain through reflection and action activities an understanding and appreciation for the unique dimensions of their own leadership style, their strengths and weakness, and ways to improve what they do as leaders.

Course Text: ISBN options for students/bookstore:
- Northouse, Intro to Leadership + interactive e-book: 9781412999366 (free with text)
- Standalone interactive e-book: 9781412997768 (20% discount)
- You can also find a static option for any tablet oriented students (kindle, ipad, etc) at coursesmart.com: http://www.coursesmart.com/9781412989527
- Companion website: https://secure.sagepub.com/northouseintro2e/main.htm

Graded Items
- Exams (2 @ 50pts each) 100 Points
- Papers (4) @ 20 pts. each 80
- Leadership Profile 40
- Participation 20
Tests. Students are required to take two tests. The tests will be based on the lectures, material discussed in class, and material assigned in the readings. The tests will be comprised of true or false, multiple choice, matching, and/or short essay questions. All tests must be taken at the assigned time.

Attendance. Attendance is required at all classes. If a student is absent more than three times, his or her course grade will be negatively affected (for each additional absence the grade will be lowered 5 pts).

Writing Assignments. Throughout the semester, students are required to complete five “Reflection and Action” papers and, at the end of the semester, a “Leadership Profile” paper to give students an idea of their personal leadership. The specific requirements for these assignments will be distributed in class.

COURSE METHODS: This class will use a lecture-discussion format. For each class meeting you will be expected to have read all the assigned material and to be prepared for discussion. The activities at the end of each chapter are meant to facilitate class discussion and, also, for you to better understand leadership in your own life.

Grading Scale
A: 93 - 100%
B: 85 - 89%
C: 77 - 84%
D: 70 – 76%
F: < 70%

Student Learning Objectives: At the end of the course, the student should be able to:

Chapter 1. Being a Leader
• To explore your personal conceptualization of leadership
• To develop an awareness of the complexities and dynamics of leadership
• To recognize the differences and commonalities in how individuals view leadership

Chapter 2. Recognizing Your Traits
• To recognize the unique traits of selected historical leaders
• To explore the similarities and differences of these leaders and their traits

Chapter 3. Recognizing Your Philosophy and Style of Leadership
• To analyze a specific philosophy and/or style of leadership
• To learn how a leader’s personal philosophy and style can impact effective leadership
Chapter 4. Attending to Tasks and Relationships
- To understand the importance of both task and relationship leadership behaviors
- To explore how a leader’s own emphasis on tasks and relationships affects his or her leadership style.

Chapter 5. Developing Leadership Skills
- To develop an understanding of the importance of leadership skills
- To learn to distinguish the three types of leadership skills
- To explore ways in which leadership skills can be acquired

Chapter 6. Creating a Vision
- To illustrate the importance of planning in reaching a goal
- To show how teamwork and delegation of labor help to implement a vision
- To demonstrate how every team member contributes to a vision

Chapter 7. Setting the Tone
- To explore real-life situations of how a leader sets the tone for a group or organization.
- To test and develop students’ personal styles developing a tone for a group or organization

Chapter 8. Listening to Out-Group Members
- To explore the nature of out-groups and how leaders can effectively deal with them
- To develop an appreciation for the challenges that out-group members create
- To analyze the pros and cons of trying to include out-group members

Chapter 9. Handling Conflict
- To discover the basis of selected real interpersonal conflicts
- To identify and explore different kinds of conflict
- To analyze the interests and positions behind actual conflicts
- To develop an appreciation for how to fractionate conflicts and save face during the conflict resolution process

Chapter 10. Overcoming Obstacles
- To explore methods leaders use to help followers overcome obstacles
- To develop an understanding or how specific obstacles require specific leadership
- To recognize the importance of leader adaptation to followers’ needs

Chapter 11. Addressing Ethics in Leadership
- To examine the characteristics of ethical leadership
- To employ using ethical considerations in a decision making process
To explore how decisions and actions are a reflection of leader’s values and define his or her ethical leadership

**Course Schedule**

<table>
<thead>
<tr>
<th>Week</th>
<th>Read</th>
<th>Date</th>
<th>Topic</th>
<th>Due</th>
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</thead>
<tbody>
<tr>
<td>Week 1</td>
<td></td>
<td>1/15</td>
<td>Introductions, Being a Leader</td>
<td></td>
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<tr>
<td>Week 2</td>
<td>Chapter 1</td>
<td>1/22</td>
<td>Lecture 1 – Models (Grace Duffy)</td>
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<tr>
<td>Week 3</td>
<td>Chapter 2</td>
<td>1/29</td>
<td>Recognizing Your Traits</td>
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<tr>
<td>Week 4</td>
<td>Chapter 3</td>
<td>2/5</td>
<td>Philosophy and Style of Leadership (Peter Gregory)</td>
<td>Reflection and Action Worksheet 2.3</td>
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<tr>
<td>Week 5</td>
<td>Chapter 4</td>
<td>2/12</td>
<td>Attending to Tasks and Relationships</td>
<td>Reflection and Action Worksheet 3.3</td>
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<tr>
<td>Week 6</td>
<td>Chapter 5</td>
<td>2/19</td>
<td>Developing Leadership Skills</td>
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<tr>
<td>Week 7</td>
<td>Chapter 1-5</td>
<td>2/26</td>
<td>Exam One &amp; Leadership movie</td>
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<tr>
<td>Week 8</td>
<td></td>
<td>3/5</td>
<td>(Belle Woodard)</td>
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<tr>
<td>Week 9</td>
<td></td>
<td>3/12</td>
<td>Spring Break</td>
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<tr>
<td>Week 10</td>
<td>Chapter 6</td>
<td>3/19</td>
<td>Creating a Vision</td>
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<tr>
<td>Week 11</td>
<td>Chapter 7</td>
<td>3/26</td>
<td>Setting the Tone</td>
<td>Reflection and Action Worksheet 6.3</td>
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<tr>
<td>Week 12</td>
<td>Chapter 8</td>
<td>4/2</td>
<td>Listening to Out-Group Members</td>
<td>Reflection and Action Worksheet 8.3</td>
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<tr>
<td>Week 13</td>
<td>Chapter 9</td>
<td>4/9</td>
<td>Handling Conflict</td>
<td>Reflection and Action Worksheet 8.3</td>
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<td>Week 14</td>
<td>Chapter 10</td>
<td>4/16</td>
<td>Overcoming Obstacles (Will – SEAL)</td>
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<td>Week 15</td>
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<td>4/23</td>
<td>Leadership movie</td>
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<td>Week 16</td>
<td>Chapter 11</td>
<td>4/30</td>
<td>Addressing Ethics</td>
<td>Profile Paper</td>
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<tr>
<td>Finals Week</td>
<td>Chapter 6-11</td>
<td>5/9 3:15</td>
<td>Exam Two</td>
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**Late Work Policy**

Late work will not be accepted. Students are encouraged to submit their work early.
SIU Policy on Incomplete Grades
An INC is assigned when, for reasons beyond their control, students engaged in passing work are unable to complete all class assignments. An INC must be changed to a completed grade within a time period designated by the instructor but not to exceed one year from the close of the term in which the course was taken, or graduation, whichever occurs first. Should the student fail to complete the course within the time period designated, not to exceed one year, or graduation, whichever occurs first, the incomplete will be converted to a grade of F and the grade will be computed in the student’s grade point average. Students should not reregister for courses in which an INC has been assigned with the intent of changing the INC grade. Re-registration will not prevent the INC from being changed to an F.

Attendance Policy
Number of unexcused absences allowed, acceptable excuses, tardiness policy and the effect of absences and tardiness on a student’s final grade. Explicitly note if there is a point at which missing a specific number of classes results in a failing grade.

Mobile Technology Policy
This course is designed to be highly interactive and collaborative. Students are not to use laptops, iPads, netbooks, e-Readers, smart phones, etc. during class.

Inclusive Excellence
SIU contains people from all walks of life, from many different cultures and sub-cultures, and representing all strata of society, nationalities, ethnicities, lifestyles, and affiliations. Learning from and working with people who differ from you is an important part of your education in this class, as well as an essential preparation for any career.

Student Code of Conduct/Plagiarism
Refer to the following sites for information on the SIU’s student code of conduct and Morris Library’s guide on plagiarism:

SIU Student Code of Conduct:


Emergency Procedures
Southern Illinois University Carbondale is committed to providing a safe and healthy environment for study and work. Because some health and safety circumstances are beyond our control, we ask that you become familiar with the SIUC Emergency Response Plan and Building Emergency Response Team (BERT) program. Emergency response information is available on posters in buildings on campus, available on BERT's website at www.bert.siu.edu, Department of Safety's website www.dps.siu.edu (disaster
drop down) and in Emergency Response Guideline pamphlet. Know how to respond to each type of emergency.

Instructors will provide guidance and direction to students in the classroom in the event of an emergency affecting your location. **It is important that you follow these instructions and stay with your instructor during an evacuation or sheltering emergency.** The Building Emergency Response Team will provide assistance to your instructor in evacuating the building or sheltering with the facility.

**Resources for Academic Assistance**

Learning Support Services: [http://tutoring.siu.edu/](http://tutoring.siu.edu/)
- Provides academic assistance in courses/tutoring

Disability Support Services: [http://disabilityservices.siu.edu/](http://disabilityservices.siu.edu/)
- Provides the required academic and programmatic support services to students with permanent and temporary disabilities

SIUC Writing Center: [http://write.siu.edu/](http://write.siu.edu/)
- Offers free tutoring services to all SIUC undergraduate and graduate students and faculty.

**SIU Email Policy**

Official SIU Student Email Policy: [http://policies.siu.edu/policies.email.htm](http://policies.siu.edu/policies.email.htm)

**Saluki Cares**

The purpose of Saluki Cares is to develop, facilitate and coordinate a university-wide program of care and support for students in distress. By working closely with faculty, staff, students and their families, SIU Carbondale continues to display a culture of care by demonstrating to our students and their families that they are an important part of the community. To make a referral to Saluki Cares click, call, or send: [http://salukicares.siu.edu/index.html](http://salukicares.siu.edu/index.html), (618) 453-5714, or [siucares@siu.edu](mailto:siucares@siu.edu).