

May, 2009

Dear Graduate Student:

Welcome to the on-line MBA course titled Leadership, Power and Influence (MBA 684N700) for the summer of 2009. This course “officially” begins on Tuesday, May 26<sup>th</sup> and runs through Friday, July 17<sup>th</sup>.

I will be teaching this course with the assistance of Terry Baron. A brief bio of me can be found in the School of Management Faculty section of the Marist website, and both Terry and I will post a brief introduction in the course shell on iLearn. While this is an online course in format, it is structured to be highly interactive and participatory. For that to work, each of you will need to be current with the readings and plan your time so that you can log into the course most weeks early in the week, again in the middle, and towards the end of the week, as each week will represent a discrete segment.

This course carries the same content covered in a traditional 15-week semester, and my expectations relative to performance are commiserate with the graduate level focus of this course. This means the course readings and discussions will move quickly. While I fully understand that each of us may have times of limited participation if we are travelling for business or on vacation. However, if you expect to be away (and unable to participate) for more than a week, you should seriously consider whether to continue in the course. If you miss two weeks, you miss 25% of the course! Most of time, even when travelling, you’ll be able to keep up with the readings, and get online occasionally to maintain your participation.

Assignments will be both group and individual in format and will be fully covered in the course syllabus, which you can find in the course iLearn shell. That site will be open at least one week before the start of the course, and may be open earlier. However, for those of you that would like to begin reading, you should purchase the following texts that are required for the course:

- The Practice of Adaptive Leadership, Heifetz, R., Grashow, A., Linsky, M., Harvard Business Press, Cambridge, MA., 2009. ISBN: 978-1-4221-0576-4.
- The Leadership Moment, Useem, M. Three Rivers Press, NY, NY, 1998. ISBN: 0-8129-3230-7.

We will be using the Leadership Moment during the mid to latter part of the course, so you should begin reading in Adaptive Leadership covering as much of Part One and Part Two as you would like.

If you have administrative or technical questions, you may email Jean.Theobald@marist.edu. If you have an issue related to the operation of the course that you need to review with me ahead of the course you can email me at [Ken.Sloan@marist.edu](mailto:Ken.Sloan@marist.edu).

I look forward to getting to know each of you through our work together.

Sincerely,  
Dr. Ken Sloan