Managerial Leadership

MNGT-5670  Section JK
3 Credits  SU 2013
05/27/2013 to 07/26/2013  Modified 05/03/2013

Meeting Times

Wednesday

6:00 PM to 10:00 PM, Jacksonville Metro Campus
5/29, 6/5, 6/12, 6/19, 6/26, 7/3, 7/10, 7/17, 7/19

No class on Wednesday, July 24, 2013. Make-up class will be held on Friday, July 19, 2013.

Contact Information

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Work Phone (904) 614.7745
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Description

Organizational leadership is the process of influencing other people to achieve organizational goals. This leadership course reviews and builds upon the basic knowledge of leadership provided in an introduction to organizational behavior course by expanding the scope and depth of the student's knowledge of leadership theories, by providing practice in basic leadership skills, and by developing the student's self-knowledge of his or her preferred leadership styles.

Requisites

None

Objectives

Upon successful completion of this course, the student will be able to:

1. Define, discuss, and recognize important terminology, facts, concepts, principles, analytic techniques, and theories used in leadership.
2. Apply appropriate terminology, facts, concepts, principles, analytic techniques, and theories used in leadership when analyzing moderately complex factual situations involving problems requiring leadership.
3. Develop solutions to moderately complex factual situations involving problems requiring leadership using appropriate terminologies, facts, concepts, principles, analytic techniques, and theories relating to leadership.
4. Generate reasonable methods for implementing leadership activities needed to solve organizational problems.
5. Evaluate the quality of their proposed leadership activities against appropriate criteria used in leadership studies, including organizational constraints.
6. Identify and discuss the interrelationships among the concepts, principles, and theories taught in this leadership course.
7. Discuss the relevance and application of the concepts, principles, and theories taught in this leadership course to contemporary events.

REQUIRED TEXTBOOK

Leadership: Research Finding, Practice and Skills

Author: Dubrin A.J.
Publisher: Houghton Mifflin
Edition: Please Use Most Recent Edition

MATERIALS


NOTE: The 6th Edition is required. Older editions will not work.


DELIVERABLES

Research Paper:

- Research should start by asking a question. Then Data is collected pertaining to the question. The data is discussed and analyzed and then conclusions are drawn and finally a discussion on how you would apply the information you have discovered. The question you research must pertain to some aspect of leadership. The headings of the paper should be as follows:

  Research Question
  Discussion and Analysis of Research Data Collected
  Conclusions
  Application of Research
  Reference List

- The paper must be original and should NOT have been submitted for any previous classes. (If there is a theme you would like to continue from a previous class – please discuss it with me before you invest any time in it). I intend to use Turnitin software for the submittal of the paper. The research paper question, research paper, and PowerPoint presentation are worth 30% of the final grade.
- Research MUST NOT BE LIMITED TO THE INTERNET. Peer reviewed articles are preferred and library use is encouraged.
- Your research question will be submitted for approval at the 2nd class session.
- Any research question is valid as long as it pertains to some aspect of leadership. A focused, specific question will provide a better research paper than a question that is too broad or all encompassing.
- The research paper question, which is due the 2nd week of class, is worth 5 points, the written paper is
EVALUATION

- The paper should comply with Webster Research Paper Guidelines which include APA format, citations, in-text citations, and references.
- PowerPoint presentations should demonstrate the student’s comprehension of the material presented and be designed to share information with, and elicit comments from, other students.
- The paper should be 7-10 pages typed, double-spaced, spell-checked and grammar-checked, print style will be Times New Roman with a 12 point font size on all pages except the title page, use of appropriate APA citations and prepared with graduate-level professional expectations. A minimum of 5 research references are required.
- Your instructor takes spelling, grammar, sentence structure, and topic flow very seriously. If these are not your strong suit please take advantage of the online writing center offered by Webster at http://www.webster.edu/writingcenter/online.shtml.
- A rubric will be posted on Blackboard outlining the grading criteria for both the paper and the presentation.

Mid-term and Final Exams:

- During the semester, there will be two examinations, the mid-term and final. Exams are worth 50% of the final grade.
- The exams are designed to measure the extent that the assigned chapter material and other reading assignments have been read, studied, and understood.
- Questions will draw from the book readings and additional material presented by instructor.
- Mid-term Exam: Chapters 1-7
- Final Exam: Chapters 8-15
- Exams are closed book.

Master & Commander Analysis:

- The analysis is worth 5% of the final grade.
- Each student will be assigned tracks of the movie to analyze and present to the class after the class has viewed the assigned tracks.
- Analysis means relating the events of the movie to leadership topics, especially those covered in class. It does NOT mean reiterating the scenes assigned.

Internet Article & Case Study Presentations:

- Internet Article and case study presentations are worth 5% of the final grade.
- The case studies are taken from the textbook and will be chosen by the student from a list provided by the instructor. The case will be analyzed in terms of the topic of the chapter in which it is presented in the textbook. The Internet article will further support the analysis of the case or provide additional information on the textbook topic. The case study and its accompanying internet article will be presented to the class. The presenter will provide a copy of the article for the instructor.
- Presentations will be graded based on: 1) Demonstrating linkage to the issue/concepts found in the relevant chapter, 2) Presentation skills, 3) Group discussion, 4) Analysis of the material, 5) Time.
- All presentations will be no longer than 15 minutes.

Historical Cases:

Three historical leadership cases will be analyzed in class. These are Napoleon, MacArthur, and Mountbatten.

Web Enhanced:

We will use Blackboard to communicate, including assignments. Students will be expected to check our course page frequently. The course page will be available the weekend prior to the start of classes.

Breakdown
### Assignments

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Maximum Points</th>
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<tbody>
<tr>
<td>Research Paper &amp; Question &amp; Presentation</td>
<td>30 Points</td>
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<tr>
<td>Mid-Term Exam</td>
<td>25 Points</td>
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<tr>
<td>Final Exam</td>
<td>25 Points</td>
</tr>
<tr>
<td>Case Study Analysis &amp; Presentation</td>
<td>5 Points</td>
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<tr>
<td>Film analysis</td>
<td>5 Points</td>
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<tr>
<td>Class Participation and Attendance</td>
<td>10 Points</td>
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**TOTAL**

An extra credit opportunity will be available **100 Points**

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<thead>
<tr>
<th>Percentage of Total Points</th>
<th>Grade</th>
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<tbody>
<tr>
<td>95%-100%</td>
<td>A</td>
</tr>
<tr>
<td>90%-94%</td>
<td>A-</td>
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<tr>
<td>88%-89%</td>
<td>B+</td>
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<td>84%-87%</td>
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<td>80%-83%</td>
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<tr>
<td>70%-79%</td>
<td>C</td>
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<tr>
<td>Below 70%</td>
<td>F</td>
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**Criteria**

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**COURSE POLICIES**

**Class Attendance:**

- Students are expected to attend all class sessions of every course for the full 36 contact hours. In the case of unavoidable absence, the student must contact the instructor. The student is subject to appropriate academic penalty for incomplete or unacceptable makeup work, or for excessive or unexcused absences. Generally, a student who misses more than one four-hour course period (per course) without a documented military or medical excuse and advanced permission of the instructor should withdraw from the class. The University reserves the right to involuntarily drop enrolled students from classes, which they do not attend. **PLEASE BE ADVISED:** Students who do not attend the first
Attendance the last day of class is mandatory to ensure that all work is completed and to be awarded a passing grade. An Incomplete will not be acceptable without documental proof (Death Notice, Doctor’s Letter, etc.) as to absence relating to non-completion of class work. These must be faxed 904-262-1459 or dropped off to WebsterUniversity by the Monday after the term ends.

Class Participation:

- Class participation is defined as being actively involved in classroom discussions and activities by offering substantive comments, asking thought-provoking questions, and working collaboratively with other students.
- Students are expected to be on time and present during the full class time and be actively involved in the learning experience. Each student should show a desire to learn, participate, and proactively contribute to the learning of others during each discussion and exercise.
- Students are expected to participate in all classroom discussions. A student who misses time from class will not earn full credit for participation. The discussions are an opportunity for students to reveal their understanding of the course material.
- Participation will be graded based on the student’s level of participation and ability to demonstrate application of course principles.

INSTITUTIONAL POLICIES

University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university’s published policies. The following policies are of particular interest:

Academic Honesty

The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university’s academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.

Drops and Withdrawals

Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the Add/Drop/Withdraw section of the academic catalog for further information and to find the deadlines for dropping a course with a full refund and for withdrawing from a course with a partial refund.

Special Services

If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.

Disturbances

Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.
**Grading**

Please refer to the most recent academic catalog for information on the Webster University grading policy.

**Student Assignments Retained**

From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.

**Contact Hours for this Course**

It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, the content must be covered at another time.

### SCHEDULE

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<thead>
<tr>
<th>Session</th>
<th>Pre-Assignments for Session 1:</th>
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<tbody>
<tr>
<td></td>
<td>● Read Chapters 1-2</td>
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<table>
<thead>
<tr>
<th>Session 1</th>
<th>THEME: Introduction to Leadership</th>
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<tr>
<td>Topics:</td>
<td>- Introduction to course</td>
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<tr>
<td></td>
<td>- Research paper requirements will be reviewed</td>
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<td></td>
<td>- Review Chapter 1: “The Nature and Importance of Leadership”</td>
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<td></td>
<td>- Review Chapter 2: “Traits, Motives, and Characteristics of Leaders”</td>
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<td></td>
<td>- Signup for case studies &amp; internet article reports</td>
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<td></td>
<td>- Leadership profiles</td>
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<td></td>
<td>- Signup for Master &amp; Commander tracks</td>
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<td>- Complete MBTI assessment</td>
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**Assignments for Session 2:**

- Read Chapters 3-4

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<thead>
<tr>
<th>Session 2</th>
<th>THEME: Leadership Styles</th>
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<tr>
<td>Topics:</td>
<td>- Review Chapter 3: “Charismatic and Transformational Leadership”</td>
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<td>- Review Chapter 4: “Leadership Behaviors, Attitudes and Styles”</td>
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<td></td>
<td>- Styles of taking in information and making decisions</td>
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<td>- MBTI exercises</td>
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<td>- Master &amp; Commander</td>
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**Assignments for Session 3:**
Session 3

THEME: Situational Leadership, Ethics, Power & Politics

Topics:
- Review Chapter 5: “Contingency and Situational Leadership”
- Review Chapter 6: “Leadership Ethics and Social Responsibility”
- Review Chapter 7: “Power, Politics, and Leadership”
- Napoleon Case
- Internet Article Presentations
- Case Study Presentations

Assignments for Session 4:
- Read Chapter 8
- Prepare case studies/internet article reports, the Napoleon Case, and Master & Commander analysis as assigned
- Prepare for Mid-term

Session 4

THEME: Mid-Term Exam, Influence Tactics

Topics:
- Review Chapter 8: “Influence Tactics of Leaders”
- Power of Persuasion Video
- Mid Term Exam
- Case Study Presentations:
- Internet Article Presentations

Assignments for Session 5:
- Read Chapters 9-10
- Prepare case studies/internet article reports, the MacArthur Case, and Master & Commander analysis as assigned

Session 5

THEME: Teamwork, Motivation, & Coaching

Topics:
- Review Chapter 9: “Developing Teamwork”
- Review Chapter 10: “Motivation & Coaching Skills”
- Case Study Presentations
- The MacArthur Case
- Internet Article Presentations

Assignments for Session 6:
- Read Chapters 11 - 12
- Prepare case studies/internet article reports and Master & Commander analysis as assigned

Session 6

THEME: Creativity and Conflict Resolution

Topics:
- Review Chapter 11: “Creativity, Innovation, and
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<tr>
<th>Session 7</th>
<th>THEME: Strategic Leadership, Leadership Succession</th>
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<tr>
<td>Topics:</td>
<td>Review Chapter 13: “Strategic Leadership and Knowledge Management”</td>
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<td>Review Chapter 14: “International and Culturally Diverse Aspects of Leadership”</td>
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<td>Review Chapter 15: “Leadership Development, Succession and Followership”</td>
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<td></td>
<td>Communication Styles</td>
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<td>Case study presentation</td>
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<td>Internet article presentations</td>
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<tr>
<td>Assignments for Session 8:</td>
<td>Finalize Research Presentations and Prepare to present</td>
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<td></td>
<td>Prepare case studies/internet article reports and Master &amp; Commander analysis as assigned</td>
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<td>Prepare for final exam</td>
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<tr>
<th>Session 8</th>
<th>THEME: Final Exam &amp; Research Presentations</th>
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<tr>
<td>Topics:</td>
<td>Final Exam</td>
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<tr>
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<td>Begin Research PowerPoint Presentations</td>
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<tr>
<td>Assignment for Session 9:</td>
<td>Complete Research Paper and Prepare presentation</td>
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<td>prepare Mountbatten Case</td>
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<tr>
<th>Session 9</th>
<th>THEME: Research Presentations &amp; Course Wrap-up</th>
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<tbody>
<tr>
<td>Topics:</td>
<td>Research PowerPoint Presentations</td>
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<td></td>
<td>Mountbatten Case</td>
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