TEXAS A&M UNIVERSITY-CORPUS CHRISTI
SPRING SEMESTER 2017
MGMT 4320 Administrative Policy & Strategy
Section 001: TR 3:30 P.M. – 4:45 P.M. OCNR 132

Instructor: W. Scott Sherman, Ph.D.
Office: OCNR 384
Office Hours: TR 1:00-3:00 PM, W 4:30-6:30 PM, or by appointment
Telephone: Office: 361-825-2167
e-mail: scott.sherman@tamucc.edu
Blackboard: bb9.tamucc.edu
Prerequisites: MGMT 3312 MGMT 3320, MGMT 3355, and Junior standing or above.

Course Description
Leadership is a complex process resulting from the interaction among and between the leader and his or her followers and the situation in which the interaction is occurring. A chronological study of leadership models, styles and practices highlights the paradigm shift from the Industrial Age to the Information Age. This course will focus on: the characteristics of leaders important to effective leadership outcomes; the behaviors required for fostering teamwork and empowering team members; the cross-cultural skills essential for effective leadership in international and culturally diverse settings; self-assessment and the development of a personal leadership vision; and the strategic skills necessary for providing vision and strategic direction to the organization.

Leadership Learning Objectives

Upon completion of this course, the students will:

1. Develop self-awareness of their leadership skills through a self-examination of their current leader strengths and weaknesses.

2. Enhance personal leadership skills via the requisition of leader concepts and models that are action-oriented.

3. Synthesize and organize ideas, information, and experience when interpreting leadership through oral and written presentations.

4. Emphasize interpersonal relationships and teamwork by integrating information from a variety of classes and experiences to implement and evaluate a community Leadership project.

5. Illustrate the communication and computer skills necessary to make effective individual and team oral and written presentations.
CLASS ACTIVITIES

Examinations (400 points)
Two (2) exams will be given. Each exam will include a combination of true-false (~20%), multiple choice (~30%), and essay questions (~50%). Each exam will be worth 200 points. No makeup exams will be given.

Leadership Project (LP) Group Presentation and Paper (150 points)
Students will organize into groups of five to six students. Each group will identify a local not-for-profit organization and assess the leadership of the organization. Each group will make a 10-minute oral presentation and submit a 15-page paper using the theories and models used in the course to assess the organization’s leadership and make recommendations. Every group member should have a significant role in the LP presentation. The team presentation is worth 50 points for the oral presentation and 100 points for the written paper.

Quizzes (100 points)
Ten (10) quizzes will be assigned during the semester to measure your understanding of the principles covered in the chapters assigned for those weeks. The pre-quiz will be due the day before the assigned class at 11:59 PM. A post-quiz will be given after the class discussion and due the day after the assigned class at 11:59 PM. Grading for the quizzes is based on the following formula.

<table>
<thead>
<tr>
<th>Score on Pre-Class Quiz</th>
<th>Weekly Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 20%</td>
<td>Zero (0)</td>
</tr>
<tr>
<td>20-69%</td>
<td>Score on Pre-Class Quiz times score on Post-Class Quiz</td>
</tr>
<tr>
<td>70% or more</td>
<td>100% of Score of Post-Class Quiz (up to 10 points per week)</td>
</tr>
</tbody>
</table>

Example

<table>
<thead>
<tr>
<th>Student 1</th>
<th>Score Pre-Class Quiz</th>
<th>Score Post-Class Quiz</th>
<th>Weekly Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>25%</td>
<td>80%</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>80%</td>
<td>90%</td>
<td></td>
<td>9</td>
</tr>
<tr>
<td>0%</td>
<td>90%</td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

In addition, a syllabus quiz will be given at the first of the semester and is worth 30 points.

Leader Cases (100 points)
Ten (10) cases will be assigned over the course of the semester as homework following class discussion. The assignments will be based on in-class experiential exercises and discussions. The assignments are due on the Friday after the class meets on Thursday by 10 a.m. Each case may earn up to 10 points. Students who did not attend class will be unable to receive credit for the leader case for that week.

Leadership Journal (125 points)
Ten (10) journal assignments will be assigned during the semester to measure your individual reactions to fitting or not fitting in leadership roles in organizations. The assignments will be due on assigned due dates by 11:59 PM. Each Leadership Journal assignment may earn up to 10 points. Additionally, a Learning Journal Paper is due on May 2 at the start of class. The Learning Journal Paper should include a three- to five-page summary of your journal entries and an overall assessment of your learning experience, copies of all ten (10) journal entries, and is worth 25 points.

Learning Exercises (80 points)
Eight (8) exercises will be assigned over the course of the semester as pre-work to be completed once you have read the assigned readings for that week. The learning exercises are due the night before class dates by 11:59 p.m. Each learning exercise may earn up to 10 points.
Leadership Project Individual Evaluation (25 points)
Each student leader is required to complete an individual evaluation of your Leadership Project experience. This evaluation is due on Blackboard on May 2, 2017 by 4:45 PM.

<table>
<thead>
<tr>
<th>Item</th>
<th>Points</th>
<th>Final Grades Assigned As Follows</th>
</tr>
</thead>
<tbody>
<tr>
<td>Examinations (2 x 200)</td>
<td>400</td>
<td>90-100% = A</td>
</tr>
<tr>
<td>Leadership Project Group Presentation (50) and Paper (100)</td>
<td>150</td>
<td>80-89.99% = B</td>
</tr>
<tr>
<td>Leadership Journal (10 x 10) and Leadership Journal Paper (25)</td>
<td>125</td>
<td>70-79.99% = C</td>
</tr>
<tr>
<td>Weekly Quizzes (10 x 10)</td>
<td>100</td>
<td>60-69.99% = D</td>
</tr>
<tr>
<td>Leader Cases (10 x 10)</td>
<td>100</td>
<td>Below 60% = F</td>
</tr>
<tr>
<td>Learning Exercises (8 x 10)</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>Service Learning Project Individual Evaluation</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Syllabus Quiz</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Total Points</td>
<td>1000</td>
<td></td>
</tr>
</tbody>
</table>

Relationship to Other Coursework
Previous study of managerial processes, strategies and organizational structures provides the background for understanding the roles and activities necessary for leading individuals and groups. This course is an advanced elective for undergraduates majoring in management or other areas of business administration. The course also may be of interest to majors in several non-business fields. Completion of an introductory course in management is a prerequisite, and many students will find previous courses in organizational behavior or in human resource management to be helpful preparation.

Instructional Methodology
A variety of methodologies will be used to address the needs of different learning styles. They include lectures, case studies and discussion, written and oral reports, problem solving exercises, behavioral role-modeling, film, and practical application through a service learning project.

Oral and Written Communication Content
Various leadership cases and experiential exercises will be assigned via Blackboard 9.1 and should be completed and submitted by due dates and times. Late submissions will not be accepted.

Technology Applications
Students are expected to use electronic as well as other library resources, word-processing and presentation software, and computer-printouts for all assigned class activities.

Ethical Perspectives
Organizational integrity is both a concept and a practice. This course will demonstrate why organizational integrity is important, what strategies leaders can use to build organizational integrity, and what knowledge, skills and concepts leaders need to build organizational integrity.

Global Perspective
Many models of leadership are primarily creations of Western scholars. It will be important to be aware of socio-cultural differences that may affect leadership decisions and aid in promoting cooperation, mutual trust and respect and encourage success.

Political, Social, Legal, Regulatory, and Environmental Perspectives
Leadership aims to enhance human development by guiding actions and establishing expectations of a corporation’s societal role. Business leaders wishing to instill confidence in free enterprise worldwide are responsible for maintaining the legitimacy of corporations and the economic system which they are a part.
**Class Attendance**
Attendance and participation are critical for adequate performance in this course. The professor reserves the right to deduct 100 points from a student's accumulated total points for EACH absence in excess of three (3). Additionally, late assignments will not be accepted, resulting in the loss of points. Extra points for attendance exercises may be given at the professor’s discretion.

**Respect**
Every student is entitled to full participation in class without interruption. All students are expected to be in class and prepared to begin on time. All pagers, cell phones must be turned off as you enter the classroom. Disruption of class will not be tolerated. Anyone arriving ten minutes after the start of class may be considered absent for the day.

**Classroom Conduct**
Students and faculty each have responsibility for maintaining an appropriate learning environment. Faculty has the professional responsibility to treat students with understanding, dignity and respect, to guide classroom discussion and to set reasonable limits on the manner in which students express opinions. Disruptive students in the academic setting hinder the educational process. Disruption, as applied to the academic setting, means behavior that a reasonable faculty member would view as interfering with normal academic functions. Examples include, but are not limited to, persistently speaking without being recognized or interrupting other speakers, behavior which distracts the class from the subject matter or discussion, or in extreme cases, physical threats, harassing behavior or personal insults, or refusal to comply with faculty direction. Students are expected to refrain from disruptive behavior at all times. Students who fail to adhere to behavioral standards may be subject to disciplinary action.

**Expectations Regarding Fully-Functioning Adult (FFA) Behavior:**
Students in Management 4320 are upper-level college students in an AACSB-accredited school and are expected to behave as adults. Each student is responsible for his or her own behavior and meeting all of the assignments and requirements of this course. I am willing as the professor to assist any student or student group struggling with the subject matter or a project. However, I will only assist if asked to assist. Each student is responsible for being in class, on-time, and prepared. Persistent tardy arrival will be taken as a sign of disrespect for the class and the professor. Whining is not an adult behavior and will not be tolerated. Blaming others or providing reasons for why work is not done on time and to a professional standard is not adult behavior and will not be tolerated. In short, I expect to treat you as colleagues and be treated as a colleague in an adult and professional manner.

**Academic Integrity/Plagiarism.**
University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.) In this class, academic misconduct or complicity in an act of academic misconduct on an assignment or test will result in a grade of F.

The faculty member involved will be responsible for determining the appropriate penalty or penalties for individual cases of academic dishonesty, and may file a record of such offenses in his classes along with any materials involved to his or her college dean. The college dean will then forward a copy of these records to the Office of the Dean of Students. The offices of the academic dean of the college in which the offense took place and the Dean of Students will maintain records of all cases of academic dishonesty reported for a period of not more than two years.

Any student who has been penalized for academic dishonesty has the right to appeal the judgment or the penalty assessed. The Appeals Procedure will be the same as that specified for grade appeals.
Dropping a Class
I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. Friday, April 7, 2017 is the last day to drop a class with an automatic grade of “W” this term.

Grade Appeals
As stated in University Rule 13.02.99.C2, Student Grade Appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamucc.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.

Disabilities Accommodations
The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Corpus Christi Hall 116.

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

Summary of Topical Coverage
Overview of Strategic Management Process 4 hours
Assessments: External and Internal 7 hours
Industry Analysis and Competitor Analysis 7 hours
Options: Competitive Dynamics and Choice 4 hours
International Strategies 4 hours
Corporate Strategy: Acquisitions, Mergers 6 hours
Implementation Overview 1 hour
Governance and Leadership 4 hours
Entrepreneurship and Innovation 3 hours
Ethics 2 hours
Exams 3 hours
Total Hours 45 hours
## Course Calendar

### Module 1 Building Blocks

#### Session 1 R: 1/19 Course Definition
- Submit Syllabus Quiz by 1/24 8 a.m.
- Discuss Course Objectives.

#### Session 2 T: 1/24 Definition and Significance of Leadership
- Read AN 1 (AN = Nahavandi, A. (2014). *The Art and Science of Leadership*)
- Submit Learning Exercise 1 by 1/23 11:59 p.m.
- Submit Quiz 1 by 1/23 11:59 p.m. Post Quiz Due by 1/25 11:59 p.m.
- Submit Leader Case 1 assigned in class (must be present to receive credit) by 1/26 11:59 p.m.
- Submit Leadership Journal 1 by 1/29 11:59 p.m.

#### Session 3 T: 1/31 Definition and Significance of Leadership
- Read AN 2
- Submit Learning Exercise 2 by 1/30 11:59 p.m.
- Submit Quiz 2 by 1/30 11:59 p.m. Post Quiz Due by 2/1 11:59 p.m.
- Submit Leader Case 2 assigned in class (must be present to receive credit) by 2/2 11:59 p.m.
- Submit Leadership Journal 2 by 2/5 11:59 p.m.

#### Session 4 T: 2/7 Early Theories of Leadership
- Read AN 3
- Submit Learning Exercise 3 by 2/6 11:59 p.m.
- Submit Quiz 3 by 2/6 11:59 p.m. Post Quiz Due by 2/8 11:59 p.m.
- Submit Leader Case 3 assigned in class (must be present to receive credit) by 2/9 11:59 p.m.
- Submit Leadership Journal 3 by 2/12 11:59 p.m.

#### Session 5 T: 2/14 Individual Differences and Traits and Leadership Project Briefing
- Read AN 4
- Submit Learning Exercise 4 by 2/13 11:59 p.m.
- Submit Quiz 4 by 2/13 11:59 p.m. Post Quiz Due by 2/15 11:59 p.m.
- Submit Leader Case 4 assigned in class (must be present to receive credit) by 2/16 11:59 p.m.
- Leadership Project Briefing and Paper and Presentation
- Submit Leadership Journal 4 by 2/19 11:59 p.m.

#### Session 6 T: 2/21 Power
- Read AN 5
- Submit Learning Exercise 5 by 2/20 11:59 p.m.
- Submit Quiz 5 by 2/20 11:59 p.m. Post Quiz Due by 2/22 11:59 p.m.
- Submit Leader Case 5 assigned in class (must be present to receive credit) by 2/23 11:59 p.m.
- Leadership Project Team Formation
- Submit Leadership Journal 5 by 2/26 11:59 p.m.

#### Session 7 T: 2/28 Exam I
- EXAM I (chapters 1-5).
# Course Calendar

## Module 2: Leading

### Session 8 T: 3/7
Participative Management and Leading Teams

- Read AN 8
- Submit list of potential clients by group by 3/6 11:59 p.m.
- Submit Learning Exercise 6 by 3/7 1 p.m.
- Submit Quiz 6 by 3/6 11:59 p.m. Post-Quiz Due by 3/8 11:59 p.m.
- Submit Leader Case 6 assigned in class (must be present to receive credit) by 3/9 11:59 p.m.
- Submit Leadership Journal 6 by 3/19 11:59 p.m.

### SPRING BREAK
March 13-March 17, 2017
Please be Safe!

### Session 9 T: 3/21
Leading Change I

- Read AN 9
- Submit Learning Exercise 7 by 3/20 11:59 p.m.
- Submit Quiz 7 by 3/20 11:59 p.m. Post-Quiz Due by 3/22 11:59 p.m.
- Submit Leader Case 7 assigned in class (must be present to receive credit) by 3/23 11:59 p.m.
- Submit Leadership Journal 7 by 3/26 11:59 p.m.

### Session 10 T: 3/28
Developing Leaders

- Read AN 10
- Submit Learning Exercise 8 by 3/27 11:59 p.m.
- Submit Quiz 8 by 3/20 11:59 p.m. Post-Quiz Due by 3/29 11:59 p.m.
- Submit Leader Case 8 assigned in class (must be present to receive credit) by 3/30 11:59 p.m.
- Submit Leadership Journal 8 by 3/30 11:59 p.m.

## Module 3: Contemporary Concepts

### Session 11 T: 4/4
New Leadership Models: Transactional and Transformational Leadership

- Read AN 6
- Submit Quiz 9 by 4/4 11:59 p.m. Post-Quiz Due by 4/5 11:59 p.m.
- Submit Leader Case 9 assigned in class (must be present to receive credit) by 4/6 11:59 p.m.
- Submit Leadership Journal 9 by 4/6 11:59 p.m.

### Session 12 T: 4/11
Leadership of Non-Profits and Strategic Leadership

- Read AN 7
- Submit Quiz 10 by 4/4 11:59 p.m. Post-Quiz Due by 4/13 11:59 p.m.
- Submit Leader Case 10 assigned in class (must be present to receive credit) by 4/14 11:59 p.m.
- Submit Leadership Journal 10 by 4/13 11:59 p.m.

### Session 13 T: 4/18
Exam II

EXAM II.
LP Groups Meet as Needed.
Course Calendar

<table>
<thead>
<tr>
<th>Module 4: Course Wrap up</th>
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</thead>
<tbody>
<tr>
<td><strong>Session 14 T: 4/25</strong> SLP Group Presentations</td>
</tr>
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</table>
| LP Group Presentation in class.  
Please bring printed copy of power point slides for professor to use during presentation.  
Submit Leadership Journal Paper 4/25 3:30 p.m. in-class (Do not submit online). |

<table>
<thead>
<tr>
<th><strong>Session 15 T: 5/2</strong> LP Group Papers</th>
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| Submit LP Group Paper by 5/02 3:30 p.m. Submit paper in-class and digital file online.  
Submit LP Individual Evaluation by 5/02 4:45 p.m. |

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<tr>
<th><strong>Session FINAL R: 5/4</strong> LP Feedback and Debrief</th>
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</thead>
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| **ATTENDANCE REQUIRED**  
Leadership Journal Paper feedback  
LP Group Paper feedback |

<table>
<thead>
<tr>
<th><strong>SA: 5/13 Graduation</strong></th>
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</table>
| 9:00 a.m. Graduates Scheduled to Arrive, American Bank Center¹  
10:00 a.m. Graduation Ceremony, American Bank Center¹ |

¹ Subject to change of schedule at University discretion.