Texas A & M University – Corpus Christi
College of Business
Course Syllabus for MGMT 4320 - Leadership

Course number: MGMT 4320.001
Instructor: Steve Ferguson, PhD
Semester: Spring 2020
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Course Description:
A chronological study of leadership models, styles, and practices highlighting the paradigm shift from the industrial age to the information age. Focuses on the characteristics of leaders important to effective leadership outcomes, 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 of the organization.

This course addresses interactions of individuals and groups in work environments. Topics include decision-making, motivation, leadership, power, conflict, stress, and diversity. Other coverage includes management functions and environmental constraints affecting managerial practice and decisions.

Course Prerequisites:
- MGMT 3312, 3320, 3355, or permission of instructor if taken as an elective, and
- Junior standing or above

Learning Objectives:
After completing this course students should be able to:

1. Identify their own strengths/challenges and, with this knowledge, begin to understand their own leadership approach
2. Describe the strengths/challenges in others and to describe the effects that these have on others' leadership ability/effectiveness
3. Discuss different styles of Leadership in organizations and apply knowledge gained during class to discuss their viewpoints and real-life situations
4. Engage in team building through use of case studies and group presentations
5. Demonstrate knowledge of leadership material/theory through written assignments
6. Apply knowledge gained in class to current or future employment situations and make value judgments
7. Discuss ethical implications from decisions made during discussions/case studies
Course Evaluation and Grading (may vary by section):

**Grading:**
A 90-100, B 80-89, C 70-79, D 60-69, F 0-59

**Course Assessments:**

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<thead>
<tr>
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<th>Points</th>
<th>%</th>
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<tbody>
<tr>
<td>Classroom/Blackboard Discussion Participation</td>
<td>25</td>
<td>25 %</td>
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<tr>
<td>Shackleton Leadership Project</td>
<td>15</td>
<td>15 %</td>
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<tr>
<td>Leadership Analysis Project</td>
<td>15</td>
<td>15 %</td>
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<tr>
<td>Mid-Term Exam</td>
<td>20</td>
<td>20 %</td>
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<tr>
<td>Final Exam</td>
<td>25</td>
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<td><strong>TOTAL</strong></td>
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**Required Materials:**


**Websites Used:** Blackboard [https://bb9.tamucc.edu/](https://bb9.tamucc.edu/)

**Course Policies:**

*Classroom/Blackboard Discussion Participation* - Communication is a primary tool for leaders and managers in organizations. As students can see from the course assessment, participation in classroom discussion is as significant in determining the final grade as is the course Final Exam.

Every class session, beginning on January 27th every student is required to prepare and bring to class a written, discussion item, suitable for class discussion, that comes from the assigned text. For example, the item could be a discussion question, an idea, an intriguing quote, or some other idea for class discussion. The student must also prepare a written answer/response to their discussion question.

The student prepared discussion questions/answers will be graded for each class session. In order to receive a grade of 70% or higher, a student must submit to the instructor his/her discussion question/item and answer/response on an 8 ½“ x 11” sheet of paper **BEFORE** the class session begins. Discussion items submitted after the beginning of class will receive a grade of 0 for that class session.

There are 13 weeks during the semester in which student will have the opportunity to participate in classroom discussions. Students will be graded each week for their discussion participation and /or in-class exercises. Students have the opportunity to earn approximately 2 points per week. Class participation grades will reflect both the quantity and the quality of student participation and discussion item submission.

**Occasionally, students will be given the opportunity to participate in Blackboard discussions.** Those discussions will be graded and count as part of a student’s weekly,
classroom discussion participation.

Leadership Projects – There are two projects for this class.

I. The first is the Shackleton Leadership Project is a group project. It is focused on leadership lessons from Sir Ernest Shackleton’s Trans-Antarctic expedition. The expedition ended in disaster. Many consider Shackleton’s expedition to be the greatest story of survival.

More information will be provided in class. The Shackleton Leadership Project is due March 1st.

II. Leadership Analysis term paper is the second project. We have seen many leaders throughout history. Leaders are necessary in the human experience. Some leaders have become heroes (think George Washington and Dr. Martin Luther King, Jr.), others have been hated and scorned (Adolf Hitler and Maximilien Robespierre). As we will study this semester, leaders have various characteristics and they may take different approaches to leadership regardless of whether the leader is favorably or unfavorably.

Early in the semester the instructor will provide students with a list of leaders. Each student will select one leader from the instructor’s list and select second leader of their own choosing. Using the leadership framework, we will study, students will write an 8 to 10-page paper comparing and evaluating the two leaders’ characteristics, leadership approach, and effectiveness. (The 8 to10-page requirement refers only to the text of the paper. The title page, abstract (if any), and citations are not included from the 8 to10-page requirement).

More information about this assignment will be provided during the semester. The Leadership Analysis Project is due on April 26th.

Exams – There is a mid-term exam and a final exam for this course. Each exam will consist of multiple essay questions. The instructor will inform student whether an exam will be administered through Blackboard or with a Blue Book. If with Blue Book, students are required to bring a Blue Book to class for the exam.

There is no provision for make-up exams.

Attendance and class work - Attendance for all classes is expected. Any student that is absent from class for an extensive period of time, without the specific prior approval of the instructor, may be reported to the registrar as stopped attending (SA) which could have serious consequences on financial aid and/or academic standing. The last date of regular attendance will be used as the stopped attending date, regardless of homework and exam completion.

Signing in and submitting any required written assignments due during that class session demonstrate class attendance. This is a “no fault” policy, which means you can take days
off for a good reason or no reason, but most non-university absences are not excused. Please consult with the instructor before any lengthy planned absence or University excused absence.

Attendance will be taken during each class. On-line activities may be offered in place of all or part of a class. These activities will be posted in Blackboard. Please come to class on time and participate in all activities. Every class is important and regular attendance builds continuity in mastering the material.

**Late Assignments** - The due dates for all assignments will be strictly followed. Late assignments may or may not be accepted at the instructor’s discretion; should the instructor accept a late assignment; the instructor may reduce the grade of the assignment the equivalent of one (1) letter grade for each day the assignment is late.

**Extra credit** – Opportunities to earn extra credit may be offered during class or by completing other specific professional activities outside of class that have been identified and posted in advance by the instructor.

**Electronic Device Usage** - Computers or tablets are required to complete the course.

**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 zero the first time and failing the course for any additional offence.

**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. Please consult with your academic advisor, the Financial Aid Office, and me, before you decide to drop this course. 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. April 10th is the last day to drop a class this term.

**Preferred methods of scholarly citations** – APA style is the only accepted method used for citations and referencing during this class. All work should be paraphrased rather than copied directly. Material used from sources other than the text should use APA style citations and references.

APA Citation Information: [http://owl.english.purdue.edu/owl/](http://owl.english.purdue.edu/owl/)
**Classroom/professional behavior**
Texas A&M University-Corpus Christi, as an academic community, requires that each individual respect the needs of others to study and learn in a peaceful atmosphere. Under Article III of the Student Code of Conduct, classroom behavior that interferes with either (a) the instructor’s ability to conduct the class or (b) the ability of other students to profit from the instructional program may be considered a breach of the peace and is subject to disciplinary sanction outlined in article VII of the Student Code of Conduct. Students engaging in unacceptable behavior may be instructed to leave the classroom. This prohibition applies to all instructional forums, including classrooms, electronic classrooms, labs, discussion groups, field trips, etc.

**Grade Appeals**
As stated in University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures, 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 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 Dean’s office in the college in which the course is taught or the Office of the Provost.

**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.
Statement of Academic Continuity
In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.