Texas A & M University – Corpus Christi  
College of Business  
Course Syllabus for MGMT 4320: Leadership  
Fall 2019

Course number: MGMT 4320.R01  
Email: michael.schaefer@tamucc.edu  
CRN: 14142  
Instructor: Michael Schaefer  
Office Hours: By Appointment  
Class Time: Tuesday 4:15-6:55pm  
RELLIS Room 118

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:

Upon completion of this course, students will 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:

Grading:

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

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Percentage</th>
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<tr>
<td>Chapter Quizzes</td>
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<td>Chapter Assignments</td>
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<td>Individual Lecture</td>
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<td>Classroom Participation &amp; Discussions</td>
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<td>Project: Shackleton Leadership</td>
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<td>Project: Follow the Leader</td>
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<td>Mid Term Exam</td>
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<td>Final Exam</td>
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Required Materials:

Textbook:


Websites Used:

This class is up on Blackboard ([https://bb9.tamucc.edu/](https://bb9.tamucc.edu/)). Please check Blackboard often and you will be able to access class materials as well as your grades.

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.

Students will be asked to prepare a brief summary lecture and bring to class, written questions for class discussion. The student prepared discussion questions may be graded.

There are ten chapters that we will cover during the semester. Students will be required to prepare for a brief chapter lecture in front of the class as well as take a quiz and exercise for each chapter. Students will have the opportunity to participate in classroom discussions. Students will be graded each week for their discussion participation and/or in-class exercises. Class participation grades will reflect both the quantity and the quality of a student’s individual participation and contribution.

Chapter quizzes and exercise assignments along with their due dates will be posted on Blackboard.

*Leadership Projects* – There are two projects for this class.

1. The first is the **Shackleton Leadership Project**, which is a group project. It is focused on leadership lessons from Sir Ernest Shackleton’s Trans-Antarctic expedition. Though the expedition ended in disaster, many consider Shackleton’s expedition to be the greatest story of leadership and survival.

   More information will be provided in class. The **Shackleton Leadership Project is due October 6th**.

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II. **Follow the Leader** is the second leadership project. Each student will select a present-day opinion leader, who is active on social media, and follow that person over the course of the semester. Students will post weekly and will also be asked to share with the class what their leader is thinking and how influential they think he/she is. At the end of the semester students will write a 5-page paper evaluating the effectiveness of the leader’s use of social media to promote his/her ideas as well as make a presentation to the class. More information about these assignments will be provided during the semester.

**The Follow the Leader Project will be due on November 19th – with presentations beginning that class period.**

**Exams** – There is a mid-term exam and a final exam for this course. Each exam will consist of multiple choice and essay questions. 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.

**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. **November 8th 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](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 Disability Services at (361) 825-5816 (located on the Corpus Christi campus in 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.
# Course Schedule:

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<tr>
<th>Week Of:</th>
<th>Topics, Reading, &amp; Assignments</th>
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<tbody>
<tr>
<td>August 27</td>
<td>Introduction to the course and Chapter 1 (Introduction)</td>
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<tr>
<td>September 03</td>
<td>Chapter 2 (Trait Approach) and Chapter 3 (Skills Approach)</td>
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<td></td>
<td>Shackleton Leadership Project</td>
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<td>Chapter 4 (Behavioral Approach) and Group</td>
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<td>Chapter 5 (Situational Approach)</td>
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<td>October 01</td>
<td>Chapter 6 (Path-Goal Theory)</td>
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<td>Chapter 7 (Leader-Member Exchange Theory)</td>
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<td>Mid-Term Exam</td>
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<td>Shackleton Leadership Project Due/Presentations</td>
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<td>Chapter 8 (Transformational Leadership)</td>
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<td>November 05</td>
<td>Chapter 10 (Servant Leadership)</td>
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<td>Chapter 13 (Leadership Ethics)</td>
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<td>Follow The Leader Presentations</td>
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<tr>
<td>December 03</td>
<td>Follow The Leader Presentations</td>
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<td>Final Exam</td>
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Course Schedule subject to change