Leadership
MGMT 5330
Summer 2020

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COURSE OBJECTIVE
This is an advanced graduate course that explores the fundamental principles of effective leadership. There are many different aspects of leadership such as an individual’s personality, skills, experience, personal integrity, coaching others, and environmental considerations (to name just a few). Strength-based leadership means that an individual should seek to understand his/her own strengths (and challenges) and with this understanding, find his/her own, unique leadership approach. Part of this journey is an intense inward examination of one’s own strengths and challenges. Another part involves observing successful leaders and identifying what their strengths (and perhaps weaknesses) are and how these individuals have used these strengths to become leaders. To this end, we will examine a number of relevant topics that reflect key issues to understanding effective leadership from both a personal perspective and an outward-oriented perspective.

LEARNING OBJECTIVES
1. Students will be able to identify their own strengths/challenges and, with this knowledge, begin to apply this their own leadership approach.
2. Students will be able to describe the difference between a leader and manager, identify different leadership styles, and understand what leadership behaviors are most effective in a given situation
3. Students will be able to explain the meaning of authentic leadership and how it can have an impact within organizations.
4. Students will be able to analyze positive and negative attributes of coaching and followership that impact the ability to lead teams.
5. Students will be able to utilize a variety of leadership theories to diagnose managerial problems in work organizations and identify potential solutions.

TEXTS
REQUIRED: LINK HERE (Cost: $40.50)
1) The required articles can be found on Blackboard under each week’s learning module folder
2) All cases and the simulation should be purchased from the Harvard Business School Publishing link above.
**Blackboard**
This class is up on Blackboard (https://bb9.tamucc.edu/). Please check Blackboard often. There you will be able to access class material as well as your grades.

Blackboard Mobile App – Mobile Learn

**GRADES**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Grade:</th>
<th>Total Points:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quizzes</td>
<td>120</td>
<td>A</td>
<td>≥ 270</td>
</tr>
<tr>
<td>Simulation</td>
<td>50</td>
<td>B</td>
<td>240-269</td>
</tr>
<tr>
<td>Simulation Reflection</td>
<td>50</td>
<td>C</td>
<td>210-239</td>
</tr>
<tr>
<td>Case Discussions</td>
<td>50</td>
<td>D</td>
<td>180-209</td>
</tr>
<tr>
<td>Homework</td>
<td>30</td>
<td>F</td>
<td>≤ 179</td>
</tr>
</tbody>
</table>

300

*Grades are based upon point accumulation NOT averages.* Please keep that in mind when calculating your grade.

I may offer extra credit points during the semester. The number and worth are subject to my discretion.

*Weekly Quizzes*

Each week you will take quizzes over the assigned readings and the material covered for that week. Half of the quiz will cover the readings for that week. The questions will be generally fact-based and are designed to test whether you have read the material thoroughly. The second half will consist of multiple choice, short answer, and/or essay questions over the lecture from the PowerPoints for that week. This part is used to assess your understanding of the material presented. While the quizzes are open materials, you are expected to answer all short answer/essay questions in your OWN words. The quizzes will be worth 20 points each. Once you log into the quiz, you will be given 75 minutes to complete it. Quizzes are due by 11:59pm on their respective Sundays.

Quizzes will only be open during the week that corresponds to that material. All quizzes MUST be completed by their respective due dates. No late quizzes will be accepted. Once you begin the quiz you MUST complete it at that time. If you stop before you answer all the questions, you will only receive credit for those questions answered – regardless of why the quiz was not completed. Please make sure that you have a reliable internet connection before you begin! There will be NO makeup quizzes.
Individual Assignments
Some assignments will involve a self-assessment that will help you better understand your own leadership skills and style. After you complete each self-assessment (please include your score in the document) you will write a short (1 paragraph – min 250 words – to max of 1 page) reflection of what you learned from the assessment about yourself as a leader. If your results confirmed your expectations, you can note that, but if they were different note that as well. Please make sure to include you score (for the entire measure or each subscale – as appropriate for the measure) in your reflection.

The other assignments will be video activities. For two, you will engage in an activity where you will video yourself and post it to the website FlipGrid. The class’s page is private, and not searchable from a general web search. Please make sure to note the registration instructions on the assignment – particularly if you have a personal Gmail account. For the remaining assignment you will watch a TED talk and complete a corresponding worksheet. The specific directions and links for these assignments will be given in each week’s learning module within Course Content in Blackboard.

The intention of these assignments is to help you apply what we are learning in class to your own job/organization and promote your development as a leader. This is possible even if you are in an individual contributor role or are currently not working, as leadership skills can apply to many facets of life and productive tasks in which you work with others. All assignments should be uploaded to Blackboard by the due date in a Word document or PDF – no other formats will be accepted. Late work will NOT be accepted.

Group Case Discussions
You will self-enroll into a group on Blackboard. Groups will consist of 5-6 members. I will not assign students to a group, unless a situation occurs where a group must be disbanded. Within your groups you will participate in weekly discussion boards. These are not full class discussions, rather they will occur only within your individual group. Most weeks, you will read a case study dealing with the topic for that week. In those weeks, your group will respond to 4-5 questions about the case. You may access the discussion forums through each group’s discussion board (in Blackboard – go to the Group link in the menu on the left-hand side – then Group Discussion Board). All groups receive the same questions.

You may post either an original response to the questions or a substantive response to one of your group member’s posts for at least 3 of the questions. Once the groups have decided upon an answer for each question, one group member will collect the answers into a Word (or PDF) document to upload to the assignment portal for each week.

A note about online discussions: Discussions require the back-and-forth exchange of facts, experiences and opinions. These should be treated as “conversations” about the cases. As such, the starting grade for this assignment will be dependent upon the quality of answer given by the group. Your grade may be lowered compared to the group, if you did not participate in the discussions as required.
**Group Simulation**

In your groups, you will participate in a computer simulation that explores the importance of leadership and communication. You are required to purchase access to the simulation through the HBSP course pack. Failure to participate in this activity will result in a loss of the potential points for the simulation and will adversely affect your group’s ability to perform in the simulation.

To complete the simulation, you will have to find times when all of your group members can be online at the same time. In order to hopefully reduce issues in the last week of class, during the first week on your group’s discussion board, your group will identify two times to complete the simulation. The first will be during the beginning half of the last week of class. During this time, you will complete the trial run. The second date will be in the later part of the week to complete the graded trail. Please see Blackboard for the specific times each run will be open. Each run should take (on average) 1 – 1½ hours. If you cannot find a time that works with the group you selected into, you will need to find an alternate group. If need be, I will help you find another group.

Please make sure you have registered for the simulation by the end of the second week. If you registered for the course pack, all you need to do is open the simulation. If you purchased the course pack as a guest you will have to give your name and email address.

I will randomly assign each group member a specific role they will play during the simulation. Your group will be required to run through the simulation twice. The first time through the simulation will be a practice run. This is not optional. The second run will have slightly altered agendas, but the overall objective of the game will be the same. Please make sure before the practice run, you have watched the introductory videos from the simulation (or read the handouts), as well as read about your specific role and objectives. All roles within a team are different. However, all teams have the same roles.

In the event you have a 6 member team, one member will mirror the role of the leader. (S)He should help make decisions and guide discussion, and will have access to the same information as the other leader. However, only the primary leader may enter a decision and advance the run to the next stage.

For the second run, the grade your team receives will be out of the 50 potential points your team can earn during the simulation. If you have not completed the trial run, it will be nearly impossible to earn your full points.

Your simulation points will be based on how your team does during the run. After you complete the second run, you individually will write a reflection on the experience with the simulation itself, as well as how that experience relates to the material discussed during the semester. The specifics of what you need to discuss will be given in Blackboard. There is a 500-word minimum for the reflection. The assignment should be uploaded to Blackboard by the due date in a Word document or PDF – no other formats will be accepted. Late work will NOT be accepted.
Class Policies

Email Policy
I will only contact you through your tamu.edu account or Blackboard. If you email me through a personal account, I will ask you to resend it through university email. Also, I may need to contact you, and will do so through university email or Blackboard.

It is expected that email will follow good grammar and proper Email netiquette rules with proper salutations for proper response. REMEMBER: ALL CAPS MESSAGES IS SHOUTING AT THE TEACHER – and will not be responded to. In addition, messages like: hey prof what did i miss? or simply here’s my paper will not be responded to. Without proper grammar and the person’s name in the email, responses cannot be given. Your faculty will always respond when emails are received with respect and appropriate formality given the nature of working in a professional environment.

Copyright/Plagiarism
The handouts used in this course are copyrighted. By "handouts," I mean all materials generated for this class, which include but are not limited to self-assessments, exams, problems, course content materials, review sheets, etc. Because these materials are copyrighted, you do not have the right to copy them, unless I expressly grant permission.

As commonly defined, plagiarism consists of passing off as one's own the ideas, words, writings, etc., that belong to another. In accordance with this definition, you are committing plagiarism if you copy the work of another person and turn it in as your own, even if you have the permission of that person. Plagiarism is one of the worst academic sins, for the plagiarist destroys the trust among colleagues without which ideas and research cannot be safely communicated. If you have any questions regarding plagiarism, please consult the university rules at the above website.

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. Follow the sixth edition of the Publication manual of the American Psychological Association (APA) and related electronic resources for all citations and references.

APA Citation Information: http://owl.english.purdue.edu/owl/

Academic Integrity
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.
**Classroom 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.

Please refrain from disrupting the class by talking during class or taking cell phone calls or pages during class. Please turn off or set to vibrate all cell phones, pagers, etc. before class. If you disrupt class by talking to each other, on the phone, or text messing during class, I reserve the right to ask you to leave the classroom.

**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](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.

**Withdrawal Policy**
It is the student’s responsibility to complete the course or withdrawal from the course in accordance with University Regulations. Students are strongly encouraged to verify their grade status before dropping a course after the first withdrawal date. It is also the student’s responsibility to determine whether it is a good idea to drop the class. 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. A student who drops after the first withdrawal date may receive an “F” in the course if the student is failing at the time the course is dropped. Please note the last day to drop the course with a “W”.
**Students with Disabilities**

If you require accommodations for a disability, please consult with me at the beginning of the semester. Faculty members are required by law to provide “reasonable accommodation” to students with disabilities, but it is your responsibility is to inform me of your disability at the beginning of the semester and provide me with documentation authorizing the specific accommodation.

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, Connect, and/or email. If Blackboard is down, messages will be posted on the home page of Connect. 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.

**Civil Rights Statement**

Texas A&M University-Corpus Christi is committed to fostering a culture of caring and respect that is free from discrimination, relationship violence and sexual misconduct, and ensuring that all affected students have access to services. For information on reporting Civil Rights complaints and support resources, (including pregnancy support accommodations) or university policies and procedures, please contact the University Title IX Coordinator, Sam Ramirez (Samuel.Ramirez@tamucc.edu) or Deputy Title IX Coordinator, Rosie Ruiz (Rosie.Ruiz@tamucc.edu) at (361) 825-5826 or visit the TAMUCC website at http://edcs.tamucc.edu/titleIX/.

Limits to Confidentiality. Essays, journals and other materials submitted for this class are generally considered confidential pursuant to the University’s student record policies. However, students should be aware that University employees, including instructors, are not able to maintain confidentiality when it conflicts with their responsibility to report alleged or suspected civil rights discrimination that is observed by or made known to an employee in the course and scope of their employment. As the course instructor, I must report allegations of civil rights discrimination, including sexual assault, relationship
violence, stalking, or sexual harassment to the Title IX Coordinator if you share it with me.

These reports will trigger contact with you from the Civil Rights/Title IX Compliance office who will inform you of your options and resources regarding the incident that you have shared. If you would like to talk about these incidents in a confidential setting, you are encouraged to make an appointment with counselors at the University Counseling Center (https://counseling.tamucc.edu/).
**Tentative Schedule**

<table>
<thead>
<tr>
<th>Date</th>
<th>Material Covered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>Basic Leadership Theories &amp; Power</td>
</tr>
<tr>
<td>Week 2</td>
<td>Leadership Traits &amp; Styles</td>
</tr>
<tr>
<td>Week 3</td>
<td>Emotional Intelligence, Affect, &amp; Authenticity</td>
</tr>
<tr>
<td>Week 4</td>
<td>Communication</td>
</tr>
<tr>
<td>Week 5</td>
<td>Coaching &amp; Mentoring</td>
</tr>
<tr>
<td>Week 6</td>
<td>Leading Teams</td>
</tr>
<tr>
<td>Week 7</td>
<td>Team Simulation</td>
</tr>
</tbody>
</table>

*** The professor reserves the right to change the syllabus as needed throughout the semester. However, you will be alerted to all changes through Blackboard. ***