MGMT 4320-W01
Leadership and Managerial Effectiveness
Instructor: W. Scott Sherman, Ph.D.
Online Instructional Format
Semester Year (August 19, 2020 – October 7, 2020)
Office Telephone: 361-825-2167
Office: Michael and Karen O’Connor Building (OCNR) 384
Office Hours:  In Office: Day(s) T 2:00-3:00 p.m. 5:00-5:30 p.m.
   Online: W: 3:30-6:00 p.m.
   and other times by appointment
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Leadership and Managerial Effectiveness

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. Prerequisites: MGMT 3312, 3320, 3355, or permission of instructor if taken as
an elective, and Junior standing or above. University Catalog, 2020

Leadership and Managerial Effectiveness Course 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. Illustrate the communication and computer skills necessary to make effective individual and
   team oral and written presentations.

Exam Proctoring
This course requires the use of exam-proctoring involving third party charges. Exam-proctoring
charges are about $16.00 per exam. Students will be required to schedule exams at least 24 hours
in advance or incur late scheduling charges. All costs for exams are the responsibility of the
student. Students will also be responsible for providing webcams to be used in test proctoring.
Delivery Method

This course has a fully online format. All instruction and assessment will be conducted online primarily through Blackboard. This is not a self-paced course. Deadlines are indicated for each assignment in the course schedule (see the last page of this document). Students are expected to regularly login to Blackboard to become apprised of any changes. The Blackboard announcement function is an important source of information for this course.

This is an accelerated Online BBA course. You will complete the requirements for an entire regular semester in seven weeks resulting in a weekly workload about double that of a full-term course. **THIS CLASS IS NOT "SELF-PACED".** Deadlines will be STRICTLY enforced. No late work is accepted. You need to keep up with the required reading and assignments throughout the term. The Blackboard “Course Content” folder will allow you access to the Powerpoints™ for each course section about a week before material for that course section is due. The course chapter quizzes will become available on the same folder as the Powerpoints™ after the prior quiz is due.

### Major Course Requirements

<table>
<thead>
<tr>
<th>Course Requirement Item</th>
<th>Points</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction Discussion Forum</td>
<td>25</td>
<td>2.5%</td>
</tr>
<tr>
<td>Quizzes (12 chapter quizzes - 1 dropped)</td>
<td>275</td>
<td>27.5%</td>
</tr>
<tr>
<td>Leader Journals (5)</td>
<td>300</td>
<td>30.0%</td>
</tr>
<tr>
<td>Mid Term Paper</td>
<td>200</td>
<td>20.0%</td>
</tr>
<tr>
<td>Comprehensive Final Exam</td>
<td>200</td>
<td>20.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1000</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

**ASSIGNMENTS**

**Introduction Discussion Forum Posts:** The first part of this assignment is for you to post on the introduction discussion forum a post introducing you to the class. Posts will include a brief biography including expected graduation date, and hometown, and what you want to be doing in five (5) years. The second part of this assignment is to reply on the introduction paper discussion forum to at least two (2) fellow students who you share some attribute (hometown, graduation date, future aspiration).

**Chapter Quizzes:** All twelve (12) chapter quizzes are administered through Blackboard over a three- to four-day window. You must complete a chapter quiz within twenty (20) minutes once it is opened and you will have only one (1) attempt at each chapter quiz. Chapter quizzes are timed, multiple choice assignments with questions unable to be revisited. The (one) lowest quiz grade will be excluded from final grade calculation (dropped). The quizzes are available for review until the following quiz is due. You may view your detailed quiz results in “My Grades” in Blackboard. Quizzes are not available to be completed after the due date. A quiz grade of zero is eligible to be dropped.
**Leadership Journals:** Five (5) leadership journal papers will be required throughout the course on major course topics with real world application. The leadership journal assignments are located under the **Course Content** tab in Blackboard. Students should apply the concepts learned in the course to their answers of the questions. Each journal should be 2-3 pages of text (excluding the cover page and reference section).² Details will be provided in Blackboard.

**Mid-Term Paper:** The mid-term paper will be a case analysis based on chapters 1-9 in the course textbook. The paper is a minimum of three pages of text (excluding the cover page and reference section).² Details will be provided in Blackboard.

**Comprehensive Final Exam:** A comprehensive final exam is designed to assess your knowledge of the material covered in chapter quizzes this semester. The exam contains 50 questions worth four (4) points each or a total of 200 points possible. More information about the final exam including instructions for using the online exam proctoring service, appear on the “Comprehensive Final Examination Information” page in Blackboard.

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

**Required Materials**
Textbook Information:
- **Print ISBN:** 9781544325200, 1544325207
- **eText ISBN:** 9781544325194, 1544325193
Course Powerpoints™ Online in Course Materials Folder
Blackboard: https://bb9.tamucc.edu/
Supplemental Material: Any additional material will be provided in Blackboard.

**Websites & Computer Resources:**
This course primarily uses the following websites:
- Blackboard: https://bb9.tamucc.edu/
- YouTube: http://www.youtube.com
Firefox™ is the recommended browser to access these sites. Students who use other browsers may experience formatting errors and other glitches with the course materials.

You may use a desktop, laptop, tablet, or mobile device (smartphone) for most of the course. Access to a desktop or laptop computer for the final exam that operates with Windows or MacOS operating systems is **REQUIRED**. Chromebooks and tablets do not work. This desktop/laptop computer must have a webcam and microphone (built-in or external) and you must have administrative privileges to install the GoToMeeting software required for online proctoring.

² See Paper Submission Guidelines on page 5 of the Syllabus
Course Policies

Preferred Method of Communications
Please contact the instructor by Blackboard Message or by telephone. E-mail will not be used in this course for normal communications.

Attendance/Tardiness
Students are expected to regularly login to Blackboard and adhere to the course schedule. Any changes to the course schedule will be made in the Announcement section of Blackboard.

Late work
Late assignments will not be accepted. Due dates for specific assignments may be rescheduled and specific arrangements made prior to the due date. Requests for rescheduled assignment due dates will be granted only for unavoidable, emergency circumstances or university-excused activities.

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, forgery, or plagiarism. Plagiarism is the presentation of another’s work as one’s own work and is a form of theft.

Disciplinary action for academic misconduct is the responsibility of the faculty member assigned to the course. The faculty member is charged with assessing the gravity of any case of academic dishonesty, and with giving sanction to any student involved.

Additional information may be found in the University Catalog and the College of Business Student Code of Ethics (http://www.cob.tamucc.edu/Students/student_code_of_ethics.html).

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. Please consult with the instructor before you decide to drop. 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.
**Paper Submission Guidelines**

Submitted work for this course should conform to the following standards: double-spaced, 12-point font, Times New Roman, 1-inch margins, with all citations included on a reference list. All submissions should follow APA guidelines, and are exempt from the APA abstract requirement. All submissions should be in Microsoft Word format (*.docx). WPS or PDF formats are not acceptable and will result in a grade reduction. Plagiarism will not be tolerated, and all works used in coursework must be cited on a reference page at the end of each document. Please contact the instructor or university writing center before submitting an assignment if you are unfamiliar with plagiarism guidelines.

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

Plagiarism Information:
http://rattler.tamucc.edu/distlearn/Plagiarism_HowToAvoid.pdf

**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.

**Statement of Civility**

Texas A&M University-Corpus Christi has a diverse student population that represents the population of the state. Our goal is to provide you with a high quality educational experience that is free from repression. You are responsible for following the rules of the University, city, state and federal government. We expect that you will behave in a manner that is dignified, respectful and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation or disability. Behaviors that infringe on the rights of another individual will not be tolerated.
Grade Appeals

University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures states 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

This course would continue using Blackboard and/or email in the event of an unforeseen adverse event, such as a major hurricane, which prevented classes from being held on the campus of Texas A&M University–Corpus Christi. The syllabus and class activities may be modified to allow continuation of the course. University facilities (i.e., emails, web sites, and Blackboard) ideally 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/).

Please see course schedule on next page:
Course Schedule  
All times Central Time  
All Assignments Due by 11:59 p.m. on Date Listed  
All Thought Paper Assignments Open 12:00 a.m. One Week Prior to Due Date  
Quizzes Due Wednesday Open 12:00 a.m. on Thursday Prior  
Quizzes Due Sunday Open 12:00 a.m. on Monday Prior  
All Chapter Quizzes have a 20-minute time limit

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<thead>
<tr>
<th>Date</th>
<th>Item</th>
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<tbody>
<tr>
<td>8/19</td>
<td>Course Open on Blackboard</td>
</tr>
<tr>
<td>8/23</td>
<td>Introduction Post Part I Due</td>
</tr>
<tr>
<td></td>
<td>(Your introduction to class members).</td>
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<tr>
<td>8/23</td>
<td>Quiz Chapter 1 and 2 Due</td>
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<tr>
<td>8/26</td>
<td>Leadership Journal 1 Due</td>
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<tr>
<td>8/26</td>
<td>Quiz Chapter 3 Due</td>
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<tr>
<td>8/30</td>
<td>Introduction Post Part 2 Due</td>
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<tr>
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<td>(Your response to two (2) class members introductions).</td>
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<tr>
<td>8/30</td>
<td>Quiz Chapter 4 Due</td>
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<tr>
<td>9/02</td>
<td>Leadership Journal 2 Due</td>
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<tr>
<td>9/02</td>
<td>Quiz Chapter 5 Due</td>
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<tr>
<td>9/06</td>
<td>Quiz Chapter 6 Due</td>
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<tr>
<td>9/09</td>
<td>Leadership Journal 3 Due</td>
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<td>9/09</td>
<td>Quiz Chapter 7 Due</td>
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<td>9/13</td>
<td>Quiz Chapter 8 Due</td>
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<td>9/16</td>
<td>Mid-term Paper Due</td>
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<td>9/20</td>
<td>Quiz Chapter 9 and 10 Due</td>
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<td>9/23</td>
<td>Quiz Chapter 12 Due</td>
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<td>9/23</td>
<td>Leadership Journal 4 Due</td>
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<td>9/27</td>
<td>Quiz Chapter 13 Due</td>
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<td>9/30</td>
<td>Quiz Chapter 14 Due</td>
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<td>9/30</td>
<td>Leadership Journal 5 Due</td>
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<td>10/04</td>
<td>Quiz Chapter 15 Due</td>
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<td>10/07</td>
<td>Comprehensive Final Exam Due</td>
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