

# Dillard College of Business Administration

**SYLLABUS: MGMT 4113 Leadership**  
**Fall Semester 2021**  
**Section 101, 8:00 AM MW**  
**Dillard 345**

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## Contact Information

Instructor: Dr. Charles Bultena, Associate Professor of Management  
Office: Dillard 204  
Office Hours: MTW 10:50-11:30; 2:00-3:00  
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## Course Materials

Lussier and Achua (2016), *Leadership: Theory, Application, and Skill Development (6th Edition)*. Cengage Learning: New York. ISBN-13: 978-1-285-86635-2. No bind-in access card required.

## Course Description

A study of leadership theory applied to organizations at the individual, team, and organizational level. Topics include leadership traits and behavior; influencing, networking, and negotiating; coaching, communication and conflict skills; transformational leadership; and managing culture and change with emphasis on application of concepts, self-assessment, and skill building.

## Course Prerequisite

MGMT 3013 and junior standing or above or consent of the chair.

## Learning Goals

### I. General Learning Goals:

- **Teambuilding and collaboration to achieve group objectives.** These objectives will be practiced as students work in teams to analyze leadership scenarios and cases and complete skill-building experiential exercises. Students will also work closely in teams to analyze film clips demonstrating leadership concepts and to interview, observe, and evaluate the leadership approach and style of successful leaders in the community. Instructor observation, project evaluation, and feedback from team members will be used to assess these abilities.
- **Competency in speaking and writing for common business scenarios.** Students will practice their oral presentation skills by discussing leadership cases, participating in experiential exercises, presenting a film analysis, and interacting with local leaders. The student's ability to speak clearly and to engage an audience will be reflected in the student's participation grade and in presentation grades. The written Leadership Profile paper will be used to assess writing ability.
- **Problem solving and decision-making abilities through critical analysis, evaluation, and interpretation of business information.** This course is designed not only to introduce students to leadership concepts, but to help students apply these concepts to their professional and personal lives. Students discover their own leadership style and potential through the Leadership Profile project and develop new skills to enhance their leadership ability by participating in skill-building exercises, examining leader behavior in video clips, and by observing and interacting with successful leaders in the Leader Spotlight project. Problem solving, decision-making, and critical analysis abilities will be assessed by examination, instructor observation, team feedback, team presentation, and in written analyses.

- These general learning goals represent the skills graduates will carry with them into their careers. While assessing student performance in obtaining these general learning goals, the Dillard College is assessing its programs. The assessments will assist us as we improve our curriculum and curriculum delivery.

**II. Course Specific Learning Goals:** After completing this course, students should:

- Understand key leadership concepts ranging from individual leadership traits and behaviors, to team coaching and conflict skills, to organizational issues, like managing culture, crisis, and change.
- Gain considerable self-awareness concerning their leadership traits, approach, and style and how they impact potential followers. These insights should promote self-development.
- Develop and refine new leadership skills to enhance their leadership effectiveness.
- Apply leadership concepts and skills to recognize, analyze, and develop solutions to specific leadership problems encountered at work and at home.
- Develop team skills by working in groups in experiential exercises, presentations and with leaders.

## Course Policies

**General – Covid 19: Masks are not currently required, but we strongly encourage students to wear one whether vaccinated or not.** Faculty are likewise encouraged. I plan to wear a mask anytime I am within 10 feet of a student. **Students may not attend class if they are sick or have symptoms of Covid-19. In such cases, students must immediately quarantine, consult their physician or the Vincent Health Care Center, and complete the Covid-19 Reporting Form (see Covid Update - Frequently Asked Questions – What should I do if I feel ill? on the MSU Texas Homepage for details).** **This class is an in-person class. Online or Live Stream delivery is not provided.** Student Rights and Responsibilities will advise me of quarantined students. They are expected to keep up by reading the text, reviewing materials on D2L, and contacting the instructor. **ALL EXAMS will be administered in D2L at the regularly scheduled time (See Course Schedule below) to minimize contact.**

**Participation and Attendance Policy:** Part of your grade is based on participation. You must prepare for class and actively participate in class discussions and team projects. **You will be dropped from the course with a grade of WF after three (3) consecutive absences or six (6) total absences have been recorded. If you are not in your assigned seat when roll is checked, you will be counted absent!** Exceptions are granted only for documented university-authorized absences and tardiness that is due to documented physical disabilities. **See 2020-2021 MSU Student Handbook (p. 61-62) for Class Attendance Policy.**

**Missed Examination Policy:** Exams will open in D2L at the start of class on the designated day (see **Course Schedule below**). Since they are administered online, there is no reason to miss an exam unless you are too ill to operate your device in which case you must contact your instructor immediately to schedule a make-up (alternate version) of the exam. It's best to take the original version at the scheduled time if possible.

**Conduct During Exams:** No materials are allowed during the exam. Navigating off the D2L site will terminate your exam. You are not allowed to record or share exam content and you may not consult anyone or any source by any means during the exam. Violations are considered cheating and will evoke the Academic Dishonesty Policy (see 2020-2021 MSU Student Handbook, pp. 55-56).

**Assignment Submission Policy:** Assignments are due in class at the beginning of class on the specified due date. Late assignments may be placed under the instructor's office door if not submitted in class. Multi-page assignments are stapled! **Online submission is allowed only with instructor approval.**

## Grading and Evaluation

**Student's performance will be assessed using the following methods:**

**Exams (3):** Each exam will consist of 60 multiple choice questions. Examinations are designed to assess knowledge of key concepts presented in lectures, exercises, cases, and in the text as well critical thinking skills in applying key concepts. **See Missed Examination Policy above.**

**Projects (3):** The following projects are assigned. Project details will be provided in class.

- 1. Leadership Assessment – Individual Surveys**
- 2. Leader Profile Paper – Individual Paper**
- 3. Leadership in the Movies – Team Presentation**

**Assignments are due at the start of class on the due date. Late surveys and papers must be received before the end of the next class session. A letter grade penalty (e.g., A reduced to B) is assessed for late homework and papers without documentation of a university-approved absence.**

Final grades will be determined as follows:

<b>Course Activity</b>	<b>Weight</b>
3 Exams @ 20% each	60%
Leader Profile Paper	15%
Leadership in the Movies	15%
Homework (Surveys)	5%
Participation	5%
Total	100%

Grade ranges are as follows:

<b>Grade Range</b>	<b>Letter</b>
90-100	A
80-89	B
70-79	C
60-69	D
Under 60	F

The grade ranges are firm. Standard rounding rules apply – only decimals of .5 or greater round up. For example, 79.4 is a “C” but 79.5 rounds up to a “B”.

### **Course Content and Outline**

- 1. Individual Level** – Traits and Ethical Leadership; Leader Behavior and Motivation; Influence Tactics
- 2. Team Level** – Communication, Coaching and Conflict; Leader/Follower Relations; Self-Managed Teams
- 3. Organizational Level** – Transformational Leadership; Culture and Diversity; Managing Crisis and Change

### **Academic Dishonesty**

With regard to academic honesty, students are referred to the “Student Honor Creed” in the **2020-2021 MSU Student Handbook (p. 10)**. Your name on any exam or assignment is your pledge that all work contained therein is yours alone. **Collaboration in graded assignments is allowed only in the “Leadership in the Movies” team project in this course.** Academic dishonesty (cheating, collusion, and plagiarism) is taken seriously and will be investigated. Serious violations will result in you being dropped from the course with an “F” and may trigger disciplinary action by the college or university. **The Academic Dishonesty Policy (see 2020-2021 MSU Student Handbook, pp. 55-56) includes a student appeal process, but all incidents require written notification of the incident to the Department Chair, College Dean, and the Dean of Students with copies placed in the student’s file.**

## **Americans with Disabilities Act**

If a student has an established disability as defined in the **Americans with Disabilities Act** and would like to request accommodation, that student should please see me as soon as possible (i.e., within the first two days of the semester). Refer to my office hours and phone number shown on page 1. This class follows the guidelines suggested by MSU Disability Support Services for those students who qualify for disability services. **See MSU Texas Website – Student Life – Disability Support Services.**

## **Food and Beverage Policy**

No food of any kind is allowed in classrooms in the Dillard Building. All beverages are prohibited except **bottled water that is capped at all times when not taking a drink.** Policy is strictly enforced!

## **Campus Carry Policy**

**Senate Bill 11 passed by the 84th Texas Legislature allows licensed handgun holders to carry concealed handguns on campus, effective August 1, 2016. Areas excluded from concealed carry are appropriately marked, in accordance with state law. For more information regarding campus carry, please refer to the 2020-2021 MSU Student Handbook (p. 58-61).**

## **Syllabus Change Policy**

This syllabus is a general outline of material covered, learning goals, grading procedures and student performance requirements. Material covered, dates of tests, and percent of total grade will vary as necessitated by the pace at which material is covered and any unforeseen class interruptions, such as weather cancellations, guest lecturers, or instructor illness. This syllabus and the attached class schedule are guides for the course and are subject to change. Changes to the syllabus and/or class schedule will be communicated in class.

## **Additional Information**

**Grade Appeals:** Any student who believes a grade has been inequitably awarded should first contact the instructor who awarded the grade to discuss the issue and attempt to resolve the differences. A student has 30 days following the first day of the succeeding semester to file a written appeal with the dean of the instructor's college in which the course was taught. **See 2020-2021 MSU Undergraduate Catalog on MSU website under Registrar – Appeal of Course Grade.**

**Grade Changes:** No grade except "I" may be removed from a student's record once properly recorded. Changes are not permitted after grades have been filed except to correct documented clerical errors. Requests for error correction must be initiated immediately after the close of the semester for which the grade was recorded.

**Awarding and Removal of I:** A grade of *I* (incomplete) is a non-punitive grade given only during the last one-fourth of a semester and only if a student (1) is passing the course; (2) has reason beyond the control of the student why the work cannot be completed on schedule; and (3) arranges with the instructor to finish the course at a later date by completing specific requirements that the instructor must list on the grade sheet.

**A student must remove a grade of *I* within 30 days from the start of the next long semester by completing the stipulated work. See 2020-2021 MSU Undergraduate Catalog on MSU website under Registrar – Grading System.**

## **Tentative Class Schedule (See Next Page --►)**

Please keep this syllabus as a reference! Students are responsible for all information contained in the syllabus and for any changes to the syllabus which will be announced in class.

## Tentative Class Schedule

Week	Day	Topic	Chapter
<b>Part 1 – Individual Leadership</b>			
1	<b>Aug 23</b>	Introduction to Leadership; Course Overview; Lean On Me Clip	1
	Aug 25	Leadership Surveys: Big 5 Traits, Theory X/Y, EI	
2	<b>Aug 30</b>	Leadership Traits & Ethics	2
	Sep 1	“Leadership in the Movies” Project Review and Team Meeting	
3	<b>Sep 6</b>	Leadership Behavior & Motivation; <b>No class Sep. 6<sup>th</sup> Labor Day!</b>	3
	Sep 8	LPC, Leadership Style, Manifest Needs Surveys; <b>1<sup>st</sup> Five Surveys Due</b>	
4	<b>Sep 13</b>	Contingency Leadership Theories	4
	Sep 15	Leadership Approach Survey; U571 Clip	
5	<b>Sep 20</b>	Power, Networking, and Negotiation; RV Clip; Giving Praise Exercise	5
	Sep 22	Influence Tactics; Car Dealer Negotiation	
6	<b>Sep 27</b>	Wrap-up and Review; <b>Leadership in the Movies #1</b>	
	Sep 29	<b>Exam 1 (Chapters 1-5) – Opens 8:00 AM in D2L</b>	
<b>Part 2 – Team Leadership</b>			
7	<b>Oct 4</b>	Communication (Chapter 6 – Part 1a); Behavior Model Video 6-1	6
	Oct 6	<b>Leader Profile Paper Due</b>	
8	<b>Oct 11</b>	Coaching (Chapter 6 - Part 1b); Behavior Model Video 6-2	6
	Oct 13	<b>Leader Spotlight #1 (Coaching)</b>	
9	<b>Oct 18</b>	Managing Conflict (Chapter 6 - Part 2)	6
	Oct 20	Conflict Handling Style; Behavior Model Videos	
10	<b>Oct 25</b>	Leader/Follower Relations; Follower Influence; Delegating Authority	7
	Oct 27	<b>Leadership in the Movies #2</b>	
11	<b>Nov 1</b>	Team Leadership; Self-Managed Teams	8
	Nov 3	<b>Leader Spotlight #2 (Teamwork)</b>	
12	<b>Nov 8</b>	Wrap-up and Review	
	Nov 10	<b>Exam 2 (Chapters 6, 7, 8) – Opens 8:00 AM in D2L</b>	
<b>Part 3 – Organizational Leadership</b>			
13	<b>Nov 15</b>	Transformational/Servant Leadership; Clips from RV & Patch Adams	9
	<b>Nov 17</b>	Managing Change and Crisis Leadership	11, 12
14	<b>Nov 22</b>	Risk Mgmt, Crisis Plan, Force Field; <b>Leadership in the Movies #3</b>	11, 12
	<b>Nov 24</b>	<b>No Class – Happy Thanksgiving!!!</b>	
15	<b>Nov 29</b>	Spirituality; <b>Leader Spotlight #3 (Servant Leadership)</b>	Appendix
	Dec 1	Wrap-up & Review	
Final	<b>Dec 8</b>	<b>Final Exam (Chapters 9, 11, 12, Appendix) Opens 8:00 AM in D2L</b>	