



**MIDWESTERN
STATE UNIVERSITY**

A Member of the Texas Tech University System

**Course Syllabus: Leadership & Teamwork
Dillard College of Business Administration
MGMT 5733.x20
Spring January 16, 2024 to May 03, 2024**

Contact Information

- **Instructor:** Dr. DeAndrea Y. Davis, CFP®, MBA, RICP®
- **Office:** 221
- **Office hours:** Monday & Wednesday 11:00 A.M. to 12:00 P.M.; 2:00 P.M. to 4:00 P.M. Tuesday 2:00 to 3:00 P.M. and by Appointment
- **Office phone:** (940) 397-4149
- **E-mail:** deandrea.davis@msutexas.edu

Course Description

Introduction to the challenges of leadership and the inherent tendencies for individuals and departments to sub-optimize. Ways to improve motivation, communication, coordination, and cooperation will be studied.

Textbook & Instructional Materials

Required Materials: Whetten, David A. & Cameron, Kim S. (2016). Developing Management Skills. 9th Edition. Upper Saddle River, NJ: Prentice Hall. ISBN: 978-0133127478. Additional articles and materials will be provided by the instructor.

Study Hours and Tutoring Assistance

ASC offers a schedule of selected subjects tutoring assistance. Please contact the ASC, (940) 397-4684, or visit the [ASC homepage](#) for more information

Student Handbook

Refer to: [Student Handbook](#)

Artificial Intelligence

Large Language Models cannot be credited with authorship as they are incapable of conceptualizing work without human direction and cannot be accountable for the integrity, originality, and validity of the work.

You must describe the content created or modified as well as appropriately cite the name and version of the AI tool used; any additional works drawn on by the AI tool should also be appropriately cited and referenced. Standard tools that are used to improve spelling and grammar are not included within the parameters of this guidance.

Students who use AI tools in the writing of an assignment, production of images or graphical elements of the paper, or in the collection and analysis of data, must be transparent in disclosing this information. Students are fully responsible for the content of their work, even those parts produced by an AI tool, and are thus liable for any breach of plagiarism.

Acceptable and Unacceptable Use of AI The use of generative AI tools (e.g. ChatGPT, Dall-e, etc.) is permitted in this course for the following activities:

- Brainstorming and refining your ideas
- Fine tuning your research questions
- Finding information on your topic
- Drafting an outline to organize your thoughts; and
- Checking grammar and style.

The use of generative AI tools is not permitted in this course for the following activities:

- Impersonating you in classroom contexts, such as by using the tool to compose discussion board prompts assigned to you or content that you put into a Zoom chat.
- Completing group work that your group has assigned to you, unless it is mutually agreed upon that you may utilize the tool.
- Writing a draft of a writing assignment.
- Writing entire sentences, paragraphs or papers to complete class assignments.

You are responsible for the information you submit based on an AI query (for instance, that it does not violate intellectual property laws, or contain misinformation or unethical content). Your use of AI tools must be properly documented and cited in order to stay within university policies on academic honesty. Any assignment that is found to have used generative AI tools in unauthorized ways is subject to the Academic Misconduct Policy & Procedures described below. Discipline for these infractions could include receiving a "0" up to and including being dropped from the course. When in doubt about permitted usage, please ask for clarification.

Academic Misconduct Policy & Procedures

Academic Dishonesty: Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given). Additional guidelines on procedures in these matters may be found in the Office of Student Conduct.

[Office of Student Conduct](#)

Grading

Table 1: Course Activities

Assignments	Points
Assignment 1	20
Assignment 2	10
Assignment 3	10
Assignment 4	15
Assignment 5	15
Assignment 6	10
Assignment 7	20
Assignment 8	10
Assignment 9	20
Assignment 10	10
Assignment 11	20
Discussion Question 1	10
Discussion Question 2	10
Discussion Question 3	10
Discussion Question 4	10
Essay 1	100
Essay 2	100
Essay 3	100
Case Analysis	150
One Self and Peer Assessment Journal	50
Total Course Points	700

Table 2: Total points for final grade.

Actual Points	Percentage	Letter Grade
630 and Above	90 and Above	A
560 to 629	80 to 89	B
490 to 559	70 to 79	C
420 to 489	60 to 69	D
Less than 420	Less than 59	F

Brief Description of Course Activities

Three Essays

There are three essays throughout the semester. In each essay, you are provided with open-ended questions that are relevant to management skills. You may use the textbook, library databases, or other external sources to complete the essays. ***You are however, charged with providing your best responses and rationale without plagiarizing (e.g., providing proper citations).**

Eleven Assignments

There are eleven assignments throughout the semester. Each of the assignments consists of application-oriented questions in the field of management skill.

One Case Analysis

One case related to organizational behavior will be selected by you. You are required to read and understand the case thoroughly. Next, you are charged with providing your responses to the questions indicated in the case. The complete case analysis also requires you to record your video and audio presentation using an online presentation software (e.g., Screencast-O-Matic or a similar program). Specific instruction for recording the video and audio presentation is posted on D2L in the Week 15 Module folder.

Four Discussion Questions

Four discussion questions are posted on D2L. You are required to respond to all the four questions with your best rationale. In addition, to obtain full credit, you are required to read and respond to at least two other students' posts.

One Self and Peer Assessment Journal

You are charged with conducting self- and peer-assessments where the concepts in the text are applied and tested for their applicability in their broader interpersonal setting. A five-page reflection journal will be turned in along with

the self- and peer-assessments. Specific instruction for the self- and peer-assessment journal is posted on D2L.

Extra Credit

There may have extra credit opportunity in this course. You will be informed if an opportunity becomes available.

Late Work

No late submission will be accepted and graded. Students who experience an emergency needs to contact the instructor for late submission permission. Valid documentation is required.

Make Up Work/Tests

All course activities must be submitted before or on set due dates and times. If the student is unable to abide by the due dates and times, it is her/his responsibility to contact the instructor immediately. Valid documentation is needed for the acceptance of late assignments. The student will receive a score of zero for all late submissions.

****Note: The due dates and times for the activities will adhere to the Central Time Zone.***

Important Dates

- Last day for change of schedule and late registration: January 16-19 2024
- Final Deadline to file for graduation: February 12, 2024
- Last Day to drop with a grade of "W:" 4:00 P.M.- Drops after this date will receive grades of "F" March 25, 2024

It is the student's responsibility to visit with their academic advisor prior to withdrawing from a class must come to the Dean of Students office located in the Clark Student Center, room 104, to fill out a withdrawal slip.

Desire-to-Learn (D2L)

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into [D2L](#) through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

Attendance

Students are expected to attend all meetings of the classes in which they are enrolled. Although in general students are graded on intellectual effort and performance rather than attendance, absences may lower the student's grade where class attendance and class participation are deemed essential by the faculty member. In those classes where attendance is considered as part of the grade, the instructor should so inform students of the specifics in writing at the beginning of the semester in a syllabus or separate attendance policy statement.

An instructor who has an attendance policy must keep records on a daily basis. The instructor must give the student a verbal or written warning prior to being dropped from the class. Instructor's records will stand as evidence of absences. A student with excessive absences may be dropped from a course by the instructor. Any individual faculty member or college has the authority to establish an attendance policy, providing the policy is in accordance with the General University Policies.

Online Computer Requirements

Taking an online class requires you to have access to a computer (with Internet access) to complete and upload your assignments. It is your responsibility to have (or have access to) a working computer in this class. ****Assignments and tests are due by the due date, and personal computer technical difficulties will not be considered reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings.*** Computers are available on campus in various areas of the buildings as well as the Academic Success Center. ****Your computer being down is not an excuse for missing a deadline!!*** There are many places to access your class! Our online classes can be accessed from any computer in the world which is connected to the internet. Contact your instructor immediately upon having computer trouble. If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations however they are able to help you get connected to our online services. For help, log into [D2L](#).

Instructor Class Policies

Grading and Feedback:

All the course activities will generally be graded one week after the set due date on an absolute scale. You can check your grades by going to Gradebook. If there is any discrepancy in the grade, you must contact me immediately. I will provide individual feedback or general feedback on the performance of the course activity.

Discussion Participation:

Discussion Board will primarily be used for discussing course content-related topics and issues. There will be three discussion topics for the semester. Each discussion topic is worth 10 points.

For each graded discussion question, you must respond to the question directly. In addition, you are required to read and respond to at least two other students' posts in order to receive full credit. Please ensure that the responses to the questions are meaningful, reflective, refer to personal experience and support your course readings. Avoid postings that are limited to "I agree" or "great idea," etc. If you agree (or disagree) with a posting then say why you agree (or disagree) by providing your rationale.

You are responsible for reading all of the messages that are posted in the online

discussion. Not reading messages is the equivalent of sleeping in class. Use a person's name in the body of your message when you reply to their message. It helps to keep all of us oriented. It helps us maintain a clearer sense of who is speaking and who is being spoken to. As we begin to associate names with tone and ideas, we come to know each other better. Change the subject line when you introduce a new topic. The value of this tip will become apparent as the number of messages grows.

Midterm Progress Report:

In order to help students to keep track of their progress toward course objectives, the instructor for this class will provide a Midterm Progress Report through each student's WebWorld account. Only at-risk students will receive the Midterm Progress Report.

Midterm grades will not be reported on the students' transcript; nor will they be calculated in the cumulative GPA. They simply give students an idea of where they stand at the midpoint of the semester. Students earning below a C at the midway point should schedule a meeting with the course instructor.

Netiquette:

Anything you type in the discussion area is public - which means that every student in this class (including your instructor) will see what you write. Please pay attention to the language you use and adhere to the following guidelines:

- Do not post anything too personal
- Do not use language that is inappropriate for a classroom setting or prejudicial in regard to gender, race, or ethnicity
- Do not use all caps in the message box unless you are emphasizing (it is considered shouting)
- Be courteous and respectful to other people on the list
- Do not overuse acronyms like you would use in text messaging. Some of the list participants may not be familiar with acronyms.
- If the posting is going to be long, use line breaks and paragraphs
- Fill in a meaningful Subject Line
- Write your full name at the end of the posting
- Be careful with sarcasm and subtle humor; one person's joke is another person's insult.

Note: If you do not adhere to the guidelines for any posting, you will lose the points that would have been granted, and the instructor reserves the right to remove your posting and to deny you any further posting privileges. For additional help, please refer to netiquette.

Course Incomplete

A student is expected to complete a course of study during a semester. In an emergency, the instructor may assign a grade of "incomplete" with complete documentation for the situation. It is important to note that "incomplete" is rarely

given. A student needs to complete the course within 30 days of the beginning of the next long semester or the incomplete grade will become an F.

Cheating/Plagiarism/Academic Dishonesty:

"Plagiarism" includes, but is not limited to the appropriation of, buying, receiving as a gift, or obtaining by any means material that is attributable in whole or in part to another source, including words, ideas, illustrations, structure, computer code, other expression and media, and presenting that material as one's own academic work being offered for credit.

Student Honor Creed

As an MSU Student, I pledge not to lie, cheat, steal, or help anyone else do so." As students at MSU, we recognize that any great society must be composed of empowered, responsible citizens. We also recognize universities play an important role in helping mold these responsible citizens. We believe students themselves play an important part in developing responsible citizenship by maintaining a community where integrity and honorable character are the norm, not the exception. Thus, we, the students of Midwestern State University, resolve to uphold the honor of the University by affirming our commitment to complete academic honesty. We resolve not only to be honest but also to hold our peers accountable for complete honesty in all university matters.

We consider it dishonest to ask for, give, or receive help in examinations or quizzes, to use any unauthorized material in examinations, or to present, as one's own, work or ideas which are not entirely one's own. We recognize that any instructor has the right to expect that all student work is honest, original work. We accept and acknowledge that responsibility for lying, cheating, stealing, plagiarism, and other forms of academic dishonesty fundamentally rests within each individual student. We expect of ourselves academic integrity, personal professionalism, and ethical character. We appreciate steps taken by University officials to protect the honor of the University against any who would disgrace the MSU student body by violating the spirit of this creed. Written and adopted by the 2002-2003 MSU Student Senate.

Attendance and Class Participation

Regular and active participation is an essential, unmistakably important aspect of this online course. The expectation of the instructor is that students will log on a minimum of three times every seven days. It is critical that you read all of the lecture and assignment materials as well as all of the public discussion materials. Your full participation on a weekly basis is not only a requirement; it is also an essential aspect of the online course process. All students are expected to do the work assigned, notify the instructor when emergencies arise, and makeup assignments no later than the due dates. An instructor who has an attendance policy must keep records on a daily basis. The instructor must give the student a verbal or written warning prior to being dropped from the class. Instructor's records will stand as evidence of absences. A student with excessive absences may be dropped from a course by the instructor. Any individual faculty member

or college has the authority to establish an attendance policy, providing the policy is in accordance with the General University Policies.

Safe Zones Statement

The instructor considers the course and course environment to be a place where you will be treated with respect as a human being - regardless of gender, race, ethnicity, national origin, religious affiliation, sexual orientation, political beliefs, age, or ability. Additionally, diversity of thought is appreciated and encouraged, provided you can agree to disagree. It is the professor's expectation that all students consider the class a safe environment.

Change of Schedule

A student dropping a course (but not withdrawing from the University) within the first 12 class days of a regular semester or the first four class days of a summer semester is eligible for a 100% refund of applicable tuition and fees. Dates are published in the Schedule of Classes each semester.

Refund and Repayment Policy

A student who withdraws or is administratively withdrawn from Midwestern State University (MSU) may be eligible to receive a refund for all or a portion of the tuition, fees and room/board charges that were paid to MSU for the semester. HOWEVER, if the student received financial aid (federal/state/institutional grants, loans and/or scholarships), all or a portion of the refund may be returned to the financial aid programs. As described below, two formulas (federal and state) exist in determining the amount of the refund. (Examples of each refund calculation will be made available upon request).

Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).

College Policies

Campus Carry Rules/Policies

Refer to: [Campus Carry Rules and Policies](#)

Smoking/Tobacco Policy

College policy strictly prohibits the use of tobacco products in any building owned or operated by WATC. Adult students may smoke only in the outside designated-smoking areas at each location.

Alcohol and Drug Policy

To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place which prohibits the unlawful possession, use or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state and federal law for any offenses involving illicit drugs on University property or at University-sponsored activities.

Campus Carry

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes has prohibited. The new Constitutional Carry law does not change this process. Concealed carry still requires a License to Carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit [Campus Carry](#).

Active Shooter

The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit [MSUReady – Active Shooter](#). Students are encouraged to watch the video entitled "*Run. Hide. Fight.*" which may be electronically accessed via the University police department's webpage: "[Run. Hide. Fight.](#)"

Grade Appeal Process

Update as needed. Students who wish to appeal a grade should consult the Midwestern State University [MSU Catalog](#)

***Notice:** Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.

Course Schedule:

Information contained in this syllabus was to the best knowledge of the instructor considered correct and complete when distributed for use at the beginning of the semester. However, the instructor reserves the right, acting within the policies and procedures of MSU to make changes in the course content or instructional techniques without notice or obligation. The students will be informed about the changes, if any.

Course Schedule

Week or Module	Activities/Assignments/Exams	Learning Objectives	Due Date
<p>Week 1 Module</p> <p>01/14-01/20</p>	<p>Course orientation The critical role of management skills</p>	<p>To define the course structure and requirements</p> <p>To identify essential management skills</p> <p>To explain a learning model for developing management skills</p>	<p>Familiarize with course syllabus</p> <p>View introduction lecture</p> <p>Complete assignment 1 by midnight on Saturday</p> <p>Respond to 1st discussion question by midnight Saturday</p>
<p>Week 2 Module</p> <p>01/21 to 01/27</p>	<p>Chapter 1: Developing self-awareness</p>	<p>To diagnose personal awareness</p>	<p>View chapter 1 lecture</p> <p>Complete assignment 2 by midnight Saturday</p>
<p>Week 3 Module</p> <p>01/28 to 02/03</p>	<p>Chapter 2: Managing Personal Stress</p>	<p>To recognize stressors and identify approaches for developing resiliency</p>	<p>View Chapter 2 Lecture</p> <p>Complete assignment 3 by midnight Saturday</p>

Week or Module	Activities/Assignments/Exams	Learning Objectives	Due Date
Week 4 Module 02/04 to 02/10	Chapter 3: Solving problems analytically and creatively	To identify and describe approaches for increasing proficiency in analytical and creative problem solving	View Chapter 3 lecture Complete assignment 4 by midnight on Saturday Respond to 2nd discussion question by midnight on Saturday
Week 5 Module 02/11 to 02/17	Essay 1 (Covers Chapter 1, 2, and 3 Materials)	To demonstrate the ability to apply management skills concepts to managerial contexts	Complete Essay 1 by midnight Saturday
Week 6 Module 02/18 to 02/24	Chapter 4: Building Relationships by Communicating Supportively	To identify approaches for building relationships using supportive communication	View Chapter 4 Lecture Complete Assignment 5 by midnight on Saturday
Week 7 Module 02/25 to 03/02	Chapter 5: Gaining Power and Influence	To explain personal and position power • To describe appropriate use of influence strategies	View Chapter 5 Lecture Complete Assignment 6 by midnight on Saturday

Week or Module	Activities/Assignments/Exams	Learning Objectives	Due Date
Week 8 Module 03/03 to 03/09	Chapter 6: Motivating Others	To diagnose work performance problems To identify approaches for fostering a motivating work environment	View Chapter 6 Lecture Complete Assignment 7 by midnight on Saturday Respond to 3 rd discussion Question by midnight on Saturday
Week 9 Module 03/10 to 03/16	Chapter 7: Managing Conflict	To classify the focus and source of conflict • To identify appropriate conflict management strategies	View Chapter 7 Lecture Complete Assignment 8 by midnight on Saturday
Week 10 Module 03/17 to 03/23	Essay 2 (Covers Chapters 4, 5, 6, & 7 Materials)	To demonstrate the ability to apply management skills concepts to managerial contexts	Complete Essay 2 by midnight on Saturday

Week or Module	Activities/Assignments/Exams	Learning Objectives	Due Date
Week 11 Module 03/24 to 03/30	Chapter 8: Empowering and Delegating	To discuss theories of empowering others and effective delegation	View Chapter 8 Lecture Complete Assignment 9 by midnight on Saturday Respond to 4 th discussion Question by midnight on Saturday
Week 12 Module 03/31 to 04/06	Chapter 9: Building Effective Teams and Teamwork	To diagnose team development issues To identify effective team development approaches	View Chapter 9 Lecture Complete Assignment 10 by midnight on Saturday
Week 13 Module 04/07 to 04/13	Chapter 10: Leading Positive Change	To interpret positive deviance in organizations To identify approaches for mobilizing the capabilities of others in achieving positive change	View Chapter 10 Lecture Complete Assignment 11 by midnight on Saturday

Week or Module	Activities/Assignments/Exams	Learning Objectives	Due Date
Week 14 Module 04/14 to 04/20	Essay 3 (Covers Chapters 8, 9, & 10 Materials)	To demonstrate the ability to apply management skills concepts to managerial contexts	Complete Essay 3 by midnight on Saturday
Week 15 Module 04/21 to 04/27	Leadership/Management Skills Case Analysis	To demonstrate the ability to apply management skills concepts to a leadership and management case	Submit leadership and management case by midnight on Saturday
Week 16 Module 04/28 to 05/04	Self- and Peer-Assessment Journal	To analyze and interpret personal management skills	Submit the assessment journal by midnight on, *Monday, May 6, 2024.