



MGMT 5733x20 Leadership and Teamwork Online Course Syllabus

Course Dates: January 11, 2021 to April 27, 2021

Credit Hours: 3

Professor: Shih Yung Chou, Ph.D.

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Office Hours/Hours of Availability: Mondays and Wednesdays 9 am to 10 am;

Tuesdays 9 am to 12 pm; or by appointment

Course Description

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

Learning Objectives/Outcomes

Students will learn "what to do to be an effective manager and leader." Specifically, there are four learning objectives/outcomes.

1. Students will identify the ten characteristics common to all effective and successful managers and leaders.
2. Students will develop skills that support effective management and leadership in organizations.
3. Students will understand practices used by successful and effective managers and leaders.
4. Students will understand modern leadership theories, research results, and applications that apply in worldwide organizations.

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.

College Policies and Procedures

Refer to College Policies and Procedures Manual.

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Cheating, collusion, and plagiarism (the act of using source material of other persons, either published or unpublished, without following the accepted techniques of crediting, or the submission for credit of work not the individual's to whom credit is given).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.

Course Activities

Activities	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

Grading Scale

Actual Points	Percentage	Letter Grade
630 and Higher	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 Descriptions 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 leadership/management skills is to be selected by you in the beginning of the semester. 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 Screencast-O-Matic. Specific instruction for recording the video and audio presentation is posted on D2L.

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 be extra credit opportunity in this course. The course instructor will make a course announcement when appropriate.

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 documentations are 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 documentations are needed for the acceptance of late assignments. The student will receive a score of zero for all late assignments, exams, and project.

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

Important Dates

Change of schedule or late registration: January 11-13, 2021.

Deadline to file for May graduation: February 15, 2021.

Last Day to drop with a grade of "W": 4:00 p.m., April 23, 2021.

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.

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

1. Grading and Feedback:

All the course activities will 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 a general feedback in the performance of the course activity.

2. Discussion Participation:

Discussion Board will primarily be used for discussing course content related topics and issues. There will be four 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.

3. 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.

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](#).

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 make up assignments no later than the due dates.

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 classroom 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 Texas) 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 Texas 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).

Disability Support Services

Midwestern State University is committed to providing equal access for qualified students with disabilities to all university courses and programs, and by law all students with disabilities are guaranteed a learning environment that provides reasonable accommodation of their disability. This guarantee is provided through Section 504 of the Rehabilitation Act of

1973 and the Americans with Disabilities Act. The ADA reads: "No qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of a public entity, or be subject to discrimination by any such entity." The Director of Disability Support Services serves as the ADA Coordinator and may be contacted at (940) 397-4140, TDD (940) 397-4515, or 3410 Taft Blvd., Clark Student Center 168.

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.

Grade Appeal Process

Students who wish to appeal a grade should consult the Midwestern State University [graduate catalog](#).

Course Schedule

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

Schedule

Week	Topics	Learning Objectives	Assignments
Week 1 Module (1/11/21 to 1/16/21)	<ul style="list-style-type: none"> • Course Orientation • The Critical Role of Management Skills 	<ul style="list-style-type: none"> • To define the course structure and requirements • To identify essential management skills • To explain a learning model for developing management skills 	<ul style="list-style-type: none"> • Familiarize with course syllabus • View Introduction Lecture • Complete Assignment 1 by midnight on Saturday • Respond to 1st Discussion Question by midnight on Saturday
Week 2 Module (1/17/21 to 1/23/21)	<ul style="list-style-type: none"> • Chapter 1: Developing Self-Awareness 	<ul style="list-style-type: none"> • To diagnose and analyze personal awareness 	<ul style="list-style-type: none"> • View Chapter 1 Lecture • Complete Assignment 2 by midnight on Saturday
Week 3 Module (1/24/21 to 1/30/21)	<ul style="list-style-type: none"> • Chapter 2: Managing Personal Stress 	<ul style="list-style-type: none"> • To recognize stressors and identify approaches for developing resiliency 	<ul style="list-style-type: none"> • View Chapter 2 Lecture • Complete Assignment 3 by midnight on Saturday
Week 4 Module (1/31/21 to 2/06/21)	<ul style="list-style-type: none"> • Chapter 3: Solving Problems Analytically and Creatively 	<ul style="list-style-type: none"> • To identify and describe approaches for increasing proficiency in analytical and creative problem solving 	<ul style="list-style-type: none"> • View Chapter 3 Lecture • Complete Assignment 4 by midnight on Saturday • Respond to 2nd Discussion Question by midnight on Saturday

Schedule: Continued

Week	Topics	Learning Objectives	Assignments
Week 5 Module (2/07/21 to 2/13/21)	<ul style="list-style-type: none"> • Essay 1 (Covers Chapters 1, 2, & 3 Materials) 	<ul style="list-style-type: none"> • To demonstrate the ability to apply management skills concepts to managerial contexts 	<ul style="list-style-type: none"> • Complete Essay 1 by midnight on Saturday
Week 6 Module (2/14/21 to 2/20/21)	<ul style="list-style-type: none"> • Chapter 4: Building Relationships by Communicating Supportively 	<ul style="list-style-type: none"> • To identify approaches for building relationships using supportive communication 	<ul style="list-style-type: none"> • View Chapter 4 Lecture • Complete Assignment 5 by midnight on Saturday
Week 7 Module (2/21/21 to 2/27/21)	<ul style="list-style-type: none"> • Chapter 5: Gaining Power and Influence 	<ul style="list-style-type: none"> • To explain personal and position power • To describe appropriate use of influence strategies 	<ul style="list-style-type: none"> • View Chapter 5 Lecture • Complete Assignment 6 by midnight on Saturday
Week 8 Module (2/28/21 to 3/06/21)	<ul style="list-style-type: none"> • Chapter 6: Motivating Others 	<ul style="list-style-type: none"> • To diagnose work performance problems • To identify approaches for fostering a motivating work environment 	<ul style="list-style-type: none"> • View Chapter 6 Lecture • Complete Assignment 7 by midnight on Saturday • Respond to 3rd Discussion Question by midnight on Saturday
Week 9 Module (3/07/21 to 3/13/21)	<ul style="list-style-type: none"> • Chapter 7: Managing Conflict 	<ul style="list-style-type: none"> • To classify the focus and source of conflict • To identify appropriate conflict management strategies 	<ul style="list-style-type: none"> • View Chapter 7 Lecture • Complete Assignment 8 by midnight on Saturday

Schedule: Continued

Week	Topics	Learning Objectives	Assignments
Week 10 Module (3/14/21 to 3/20/21)	<ul style="list-style-type: none"> • Essay 2 (Covers Chapters 4, 5, 6, & 7 Materials) 	<ul style="list-style-type: none"> • To demonstrate the ability to apply management skills concepts to managerial contexts 	<ul style="list-style-type: none"> • Complete Essay 2 by midnight on Saturday
Week 11 Module (3/21/21 to 3/27/21)	<ul style="list-style-type: none"> • Chapter 8: Empowering and Delegating 	<ul style="list-style-type: none"> • To discuss theories of empowering others and effective delegation 	<ul style="list-style-type: none"> • View Chapter 8 Lecture • Complete Assignment 9 by midnight on Saturday • Respond to 4th Discussion Question by midnight on Saturday
Week 12 Module (3/28/21 to 4/03/21)	<ul style="list-style-type: none"> • Chapter 9: Building Effective Teams and Teamwork 	<ul style="list-style-type: none"> • To diagnose team development issues • To identify effective team development approaches 	<ul style="list-style-type: none"> • View Chapter 9 Lecture • Complete Assignment 10 by midnight on Saturday
Week 13 Module (4/04/21 to 4/10/21)	<ul style="list-style-type: none"> • Chapter 10: Leading Positive Change 	<ul style="list-style-type: none"> • To interpret positive deviance in organizations • To identify approaches for mobilizing the capabilities of others in achieving positive change 	<ul style="list-style-type: none"> • View Chapter 10 Lecture • Complete Assignment 11 by midnight on Saturday
Week 14 Module (4/11/21 to 4/17/21)	<ul style="list-style-type: none"> • Essay 3 (Covers Chapters 8, 9, & 10 Materials) 	<ul style="list-style-type: none"> • To demonstrate the ability to apply management skills concepts to managerial contexts 	<ul style="list-style-type: none"> • Complete Essay 3 by midnight on Saturday

Schedule: Continued

Week	Topics	Learning Objectives	Assignments
Week 15 Module (4/18/21 to 4/24/21)	<ul style="list-style-type: none">• Leadership/Management Skills Case Analysis	<ul style="list-style-type: none">• To demonstrate the ability to apply management skills concepts to a leadership and management case	<ul style="list-style-type: none">• Submit leadership and management case by midnight on Saturday
Week 16 Module (4/25/21 to 4/27/21)	<ul style="list-style-type: none">• Self- and Peer-Assessment Journal	<ul style="list-style-type: none">• To analyze and interpret personal management skills	<ul style="list-style-type: none">• Submit the assessment journal by midnight on Tuesday, April 27, 2021.