



Leadership Theory and Practice - 10275 - MGMT 4325 – 115
Summer 2021
Texas A&M University-Central Texas

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WARRIOR SHIELD

Emergency Warning System for Texas A&M University-Central Texas

Warrior Shield is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in Warrior Shield through their myCT email account.

Connect to Warrior Shield by [911Cellular](https://portal.publicsafetycloud.net/Account/Login) [https://portal.publicsafetycloud.net/Account/Login] to change where you receive your alerts or to opt out. By staying enrolled in Warrior Shield, university officials can quickly pass on safety-related information, regardless of your location.

Mode of instruction and course access:

This is a 100% online course.

This course uses the A&M-Central Texas Canvas Learning Management System [https://tamuct.instructure.com].

Student-instructor interaction:

I am readily accessible through Canvas messages and emails, which I check multiple times a day during the week and once a day on weekends. I will get back with you within 24 hours during the week and within 36 hours on the weekend. Be sure to allow plenty of lead-time prior to a due date if you are asking about an assignment.

911 Cellular:

Emergency Warning System for Texas A&M University-Central Texas

911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911Cellular through their myCT email account.

Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

COURSE INFORMATION

Course Overview and description:

This course covers an advanced survey of leadership theories and issues, with the emphasis on practical application of newer leadership models in contemporary organizations. Students will explore facets of both leadership and followership, along with the impact of the particular organizational setting and situation. Students will be challenged to explore their own leader, follower and organization situation skills through active reflection, and those of others through analysis of case studies, and discussions of current press articles concerning business leadership. The final project requires students to analyze the leadership style and effectiveness of a current business leader.

Student Learning Outcomes:

At the close of the semester, students should display the following competencies:

1. Ability to explain and apply the “Interactional Framework” of leadership.
2. Clear understanding of the roles the leader, follower, and situation play in the leadership process.
3. Ability to use the action-observation-reflection model to analyze personal skills for leadership and followership
4. Ability to engage in double-loop learning to analyze leadership situations and frame situations from multiple perspectives
5. Ability to analyze practical organizational circumstances and the appropriate role and actions of leaders in “real-world” situations.
6. Ability to discuss, with a knowledgeable lens, the circumstances and factors influencing current business leaders’ actions as reported in current business press.
7. Competency in analyzing the skills and effectiveness of a current business leader in the news.

Detailed learning outcomes associated with each Unit are included on the course web site.

Required Reading and Textbook(s): Required Textbook and Resources:

Book Title: Leadership, Enhancing the Lessons of Experience, 9th Edition

Author: Richard L. Hughes, Robert C. Ginnett, Gordy J. Curphy

ISBN: 9781260675658 (via the book store). The text must be purchased and received within the first week of class. The 9th edition is REQUIRED.

Students are required to purchase a subscription to the *Wall Street Journal*. A special student rate has been arranged. Information about purchasing this subscription will be posted on the course web site and the subscription must be purchased by the end of the 1st week of class.

COURSE REQUIREMENTS

a. **Student Profile and Course Agreement:** Students should review this Syllabus in depth and be sure they are willing to comply with all assignments, and deadlines in this course. If you have questions, post them to the “Course Q&A” Discussion Forum. The course agreement requires Students to agree to this Syllabi’s expectations, and commit that they have the computer set-up and self-discipline needed for a fully online course. This profile/agreement is due the end of the first week of class as an assignment and is worth 15 grading points.

b. **Introductory Discussion Forum:** During Week 1 of the semester each student must post to a Discussion Forum introducing themselves to the class and demonstrating knowledge of a Ch. 1 framework. It is requested that you attach a picture to your Discussion Forum posting, so that the class may better get to know you (as images often add context). This discussion forum is worth 15 grading points.

c. **Discussion Forums** (Learning Outcomes 5 & 6): Business students should be knowledgeable “consumers” of business press articles. Students in this class will be required to purchase a semester long subscription to the Wall Street Journal and must find and read articles relevant to the topics being studied in the course. In conjunction with Units 2-7, there is an assigned WSJ Discussion Forum. Students will report on a current article as Post 1 and then will be required to also read and respond to at least one colleague’s post as a required Post 2. Further instructions about these forums will be provided on the course web site. I will moderate (and also) contribute to each Forum. Each Forum’s postings are worth 30 grading points. Once during the semester, a different discussion forum topic is assigned rather than WSJ; this forum is also worth 30 points.

d. **Tests** (Learning Outcomes 1 & 2): There will be 2 required tests. Each exam will cover 6 text chapters and test students’ knowledge of the key frameworks and concepts. The test questions will be multiple choice and true/false. Exams will be available over a 4-day period online. They will be timed and once started, must be completed at that time. The chapter PowerPoint lectures, key terms, and publisher provided self-quizzes are all useful study guides for the Tests.

e. **Case Study Assignments** (Learning Outcomes 2 & 5): Each chapter in the assigned text ends with a short case describing a leadership or followership situation. Two of these case studies are assigned throughout the semester as an individual written exercise. Instructions for case analysis and write-up will be given in

conjunction with the first assigned case in Module 1. These instructions include a Sample Case Write-Up, be sure to read it carefully to understand the depth of analysis required for each case discussion question. Each case is worth 30 grading points.

f. **Journal Entries** (Learning Outcomes 2 & 5): Students will prepare a journal entry in conjunction with three chapters of the text. These entries will require students to learn and apply the “Action-Observation-Reflection” model, and “double loop learning” presented in Chapter 2 of the text. Ability to engage in reflective thinking and frame leader situations from multiple perspectives is a key learning objective in this class. Detailed instructions for preparing these Journal Entries will be provided Unit 2 of class in conjunction with the first assigned Journal entry. Each journal entry is worth 30 grading points.

g. **Current Business Leader in the News Paper** (Learning Outcomes 6 & 7): As you read the Wall Street Journal this semester take note of a business leader you find particularly interesting. Midway through the semester you must identify a first, second and third choice leader to analyze in more depth as your final paper in this class. For this individual you will be applying the frameworks learn in the class to their handling of organizational situations and analyzing their effectiveness. Detailed instructions for the paper will be posted on the course web site. Your “choice memo” is worth 10 grading points. The final paper is worth 100 grading points, and is in lieu of a final in the course.

Grading Criteria Rubric and Conversion

Grading rubrics are provided for all course assignments within the Canvas course web site. Students should review these rubrics carefully when preparing assignments.

There are 590 grading points available in this class, assigned as follows:

Student Profile and Course Agreement	15 points
Introductory Discussion Forum	15 points
Exam 1	100 points
Exam 2	100 points
Case Studies (2 @ 30 points each)	60 points
WSJ & Other Discussion Forums (4 @ 25 points each)	100 points
Journal Entries (3@30 points each)	90 points
Leader in the News Project “Choices” Memo	10 points
Final Paper	100 points
Total Points Possible	590 Points

Unit/Dates	Topics/Readings	Assignments
1. June 7th to June 13th	<p>UNIT 1: Leadership as a Process and the Interactive LFS Framework</p> <p>Chapter 1: <i>What Do We Mean by Leadership?</i></p> <p>Chapter 2: <i>Leader Development</i></p>	<ul style="list-style-type: none"> · Complete all of the 'Start Here' list on the course web site, including watching the Welcome video · Read & study resource materials for Chapters 1 & 2, including watching narrated PPT presentation for Ch. 1 · Complete Student Profile and Course Agreement and post to Assignment link, due Jun 12th (11:59pm) · Post to Introduction & Ch. 1 Discussion Forum due Jun 12th (11:59pm) · Case Analysis Assignment #1, Ch. 2 Case: <i>Developing Leaders at UPS</i>, Jun 12th (11:59pm) · Purchase Wall Street Journal subscription and begin reading
2. June 14th to June 20th	<p>UNIT 2: Focus on the Leader: Power, Influence, Ethics and Values</p> <p>Chapter 3: <i>Skills for Developing Yourself as a Leader</i></p> <p>Chapter 4: <i>Power and Influence</i></p> <p>Chapter 5: <i>Values, Ethics and Character</i></p>	<ul style="list-style-type: none"> · Read & study resource materials for Chapters 4 & 5 including watching narrated PPT Presentation for Ch. 5 · Read Ch. 3 to understand 1st Journal entry assignment; Journal entry 1 due June 19th (11:59pm) · WSJ Discussion Forum #1, 1st post due Jun 16th, 2nd post due Jun 19th
3. June 21st to June 27th	<p>UNIT 3: Focus on the Leader: Attributes and Behaviors</p> <p>Ch. 6: <i>Leader Attributes</i></p> <p>Ch. 7: <i>Leadership Behaviors</i></p>	<ul style="list-style-type: none"> · Read and study resources for Ch. 6 & 7 · WSJ Discussion Forum #2, 1st post due Jun 23rd, 2nd post due Jun 26th · Exam 1 – Covers Ch. 1, 2, 4-7 Available Jun 23rd to 26th
4. June 28th to July 4th	<p>UNIT 4: Wrap-up on the Leader</p> <p>Ch. 8: <i>Skills for Building Personal Credibility and Influencing Others</i></p>	<ul style="list-style-type: none"> · 1st, 2nd and 3rd Choice Memo for Leader Project due June 30th · Read Ch. 8; Journal entry 2 due Jul 3rd
5. July 5th to July 11th	<p>UNIT 5: Followers</p>	<ul style="list-style-type: none"> · Read and study resources materials for Followers Intro, Ch. 9 & Ch. 10 including Dr. Altman's narrated lecture on Followers

	<p><i>Focus on Followers Introduction</i></p> <p>Ch. 9: <i>Motivation, Satisfaction and Performance</i></p> <p>Ch. 10: <i>Groups, Teams, and their Leadership</i></p>	<ul style="list-style-type: none"> · Focus on Followers Discussion forum, 1st post due Jul 7th , 2nd post due Jul 10th · Case Analysis Assignment #2, Ch. 11 case, Integrating Teams at Hernandez & Associates, due Jul 10th (11:59pm)
6. July 12th to July 18th	<p>UNIT 6: Your Followership and Intro to Situation</p> <p>Ch. 12: <i>Skills for Developing Others</i></p> <p>Ch. 13: <i>The Situation</i></p>	<ul style="list-style-type: none"> · Read Ch. 12; Journal entry 3 due Jul 17th (11:59pm) · Read Ch. 13, Study Resources
7. July 19th to July 25th	<p>UNIT 7: Situation Exploration</p> <p>Wrap-up on Follower and Situation</p> <p>Ch. 15: <i>Leadership and Change</i></p> <p>Ch. 17: <i>Skills for Optimizing Leadership as Situations Change</i></p>	<ul style="list-style-type: none"> · WSJ Discussion Forum #3, 1st post due Jul 21th (11:59pm), 2nd post due Jul 24th (11:59pm) · Read Ch. 15 & 17 and study associated resources · Exam 2 Covers Follower Intro, Ch. 8-13, 15 & 17 opens Jul 21st (12:01am), closes Jul 24th (11:59pm)
8. July 26th to July 30th (Friday)	<p>UNIT 8: Course Wrap-up</p>	<ul style="list-style-type: none"> · Leader Project Paper, due Jul 28th (11:59pm) <i>Project is in lieu of final</i>

Grading Policy: Minimum points required for a specific course grade are noted on the table below. Minimum points required for a specific course grade will NOT be revised for any reason.

<u>Course Grade</u>	<u>Calculation</u>	<u>Minimum Points Required</u>
A	90% X 590	531
B	80% X 590	472

C	70% X 590	420
D	60% X 590	354
F	50% X 590	353 & below

Late Submissions: Late submissions will be penalized at 10% per day, unless you or a family member in your immediate care experiences a medical emergency. If there is an emergency, you must communicate this information at the soonest available time **PRIOR to or on the day of the deadline**; the request for deadline extension must be accompanied with a doctor or hospital note as back-up.

Posting of Grades

All student grades will be posted in the Canvas Grade Book and students should monitor their grading status through this tool. Grades for Exams will be posted after the availability period has expired. Grades for Cases, Journals and Papers will be posted no later than one week following the due date. Grades for Discussion Forums will be posted within five days of the last due date.

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system. **We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.**

Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com/>] or access Canvas through the TAMUCT Online link in myCT [<https://tamuct.onecampus.com/>]. You will log in through our Microsoft portal.

Username: Your MyCT email address. Password: Your MyCT password

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Username: Your MyCT email address. Password: Your MyCT password

Canvas Support

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select "Chat with Canvas Support," submit a support request through "Report a Problem," or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, contact your instructor.

Other Technology Support

For log-in problems, students should contact Help Desk Central

24 hours a day, 7 days a week

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [http://hdc.tamu.edu]

Please let the support technician know you are an A&M-Central Texas student.

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Drop Policy

If you discover that you need to drop this class, you must complete the [Drop Request](#) Dynamic Form through Warrior Web.

[<https://dynamicforms.ngwebsolutions.com/casAuthentication.ashx?InstID=eaed95b9-f2be-45f3-a37d-46928168bc10&targetUrl=https%3A%2F%2Fdynamicforms.ngwebsolutions.com%2Fsubmit%2Fform%2Fstart%2F53b8369e-0502-4f36-be43-f02a4202f612>].

Faculty cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the Academic Calendar for which the form must be completed. Once you submit the completed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity

Texas A&M University-Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. All academic misconduct concerns will be referred to the Office of Student Conduct. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

For more [information regarding the Student Conduct process](#), [<https://www.tamuct.edu/student-affairs/student-conduct.html>].

If you know of potential honor violations by other students, you may [submit a report](#), [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

Academic Accommodations

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations, please contact the Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.

For more information, please visit our [Access & Inclusion](#) Canvas page (log-in required) [https://tamuct.instructure.com/courses/717]

Important information for Pregnant and/or Parenting Students

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit [Student Affairs](#) [https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines](#) online, please visit the website [http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

Tutoring

Tutoring is available to all A&M-Central Texas students, on a remote online basis. Visit the Academic Support Community in Canvas to view schedules and contact information. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Student success coaching is available online upon request.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, success coaching, or have any other question, contact Academic Support Programs at (254) 501-5836, visit the Office of Student Success at 212F Warrior Hall, or by emailing studentsuccess@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas except writing support. Access Tutor.com through Canvas.

University Writing Center

University Writing Center: The University Writing Center (UWC) at Texas A&M University–Central Texas (TAMUCT) is a free service open to all TAMUCT students. For the Summer 2021 semester, all services will be online as a result of the COVID-19 pandemic. The hours of operation are from 10:00 a.m.-4:00 p.m. Monday thru Thursday with satellite hours Monday thru Thursday from 6:00-9:00 p.m. The UWC is also offering hours from 12:00-3:00 p.m. on Saturdays.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-to-one session with a trained and experienced writing tutor by making an appointment via [WCOOnline](https://tamuct.mywconline.com/) [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC and/or need any assistance with scheduling.

University Library

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 400,000 eBooks and 82,000 journals, in addition to the 96,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place virtually through WebEx, Microsoft Teams or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index].

A Note about Sexual Violence at A&M-Central Texas

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Wellness and Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/compliance/titleix.html) [https://www.tamuct.edu/compliance/titleix.html].

Behavioral Intervention

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete the [referral](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2) online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](https://www.tamuct.edu/student-affairs/bat.html) website for more information [https://www.tamuct.edu/student-affairs/bat.html]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5800.

Copyright Notice

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