MGMT 4325-115 Leadership Theory and Practice Summer 2023

COURSE DATES, MODALITY, AND LOCATION June 5, 2023-July 28, 2023

This is a 100% online course, and uses the A&M-Central Texas Canvas Learning Management System https://tamuct.instructure.com/. For information on how to access Canvas, please refer to section "Technology Requirements and Support" in this syllabus.

INSTRUCTOR AND CONTACT INFORMATION

Instructor: Sonia B. Aguilar, Ph.D.

Phone: (254) 278-9285

Email: sonia.aguilar@tamuct.edu

Office Hours: Virtual using Webex as scheduled

Student-instructor interaction

I am accessible through Canvas Inbox and through my TAMUCT email address, which I check several times a day during the week and usually once a day on weekends. I will try to get back to you within 24 hours during the week and within 36 hours during the weekend. If your concern needs my immediate attention, please send me a text to (254) 493-9847 and I will reply as soon as possible. Please provide in the subject line of each Canvas Inbox message the course information so that I can identify your class.

Warrior Shield

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

SAFEZONE. SafeZone provides a public safety application that gives you the ability to call for help with the push of a button. It also provides Texas A&M University-Central Texas the ability to communicate emergency information quickly via push notifications, email, and text messages. All students automatically receive email and text messages via their myCT accounts.

Downloading SafeZone allows access to push notifications and enables you to connect directly for help through the app.

You can download SafeZone from the app store and use your myCT credentials to log in. If you

would like more information, you can visit the SafeZone website [www.safezoneapp.com].

To register SafeZone on your phone, please follow these 3 easy steps:

- Download the SafeZone App from your phone store using the link below:
 - <u>iPhone/iPad</u>: [https://apps.apple.com/app/safezone/id533054756]
 - Android Phone / Tablet
 [https://play.google.com/store/apps/details?id=com.criticalarc.safezoneapp]
- 2. Launch the app and enter your myCT email address (e.g. {name}@tamuct.edu)
- 3. Complete your profile and accept the terms of service

For updates on COVID information, please monitor the University <u>website</u> [https://www.tamuct.edu/covid19/]

COURSE INFORMATION

Course Overview and description

This course is a study of leadership theories and issues with practical application on 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 situation analysis through active reflection, analysis of case studies, simulations, and popular business treatment of leadership situations. Prerequisite(s): BUSI 3301 and MGMT 3301

Course Objective or Goal

The overarching objective of this course is for each student to apply leadership skills through empirical studies, case studies, and leadership skills in order to help students apply these skills in their real-life experiences. There will be a number of student interaction and student presentations. The students will be given stretch goals to further enhance their understanding of leadership skills. Strategies for working with others around interpersonal behavioral issues are also developed. Throughout the course experiential exercises and activities are used to show students how to work with others to achieve goals, objectives and learn. Leadership development involves reflecting on one's own experiences and applying the skills throughout the course.

Student Learning Outcomes

Upon completion of this course the student will have an understanding of leadership theory and competencies that contribute to results in productive organizations and social / community environment organizations. Core competencies achieved at the conclusion of this semester include:

- LO 1: Ability to explain and apply the "Interactional Framework" of leadership.
- LO 2: Clear understanding of the roles the leader, follower, and situation play in the leadership process.
- LO 3: Ability to use the action-observation-reflection model to analyze personal skills for leadership and followership.

- LO 4: Ability to engage in double-loop learning to analyze leadership situations and frame situations from multiple perspectives.
- LO 5: Ability to analyze practical organizational circumstances and the appropriate role and actions of leaders in "real-world" situations.
- LO 6: Ability to discuss, with an knowledgable lens, the circumstances and factors influencing current business leaders' actions as reported in current business press.
- LO 7: Competency in analyzing the skills and effectiveness of a current business leader in the news

Required Reading and Textbook(s)

R. Hughes, R. Ginnett & G. Curphy. (2015) Leadership: *Enhancing the Lessons of Experience*, 10th Edition. McGraw-Hill. ISBN#978-1-259-96326-1 (Bound Edition) ISBN978-1-260-16765-8 (Loose-leaf edition)

COURSE REQUIREMENTS

Introduction (LO's 1, 2, 5) (10 points): Introduction will require you to introduce yourself the first week of class and will count towards formal attendance. You are to answer the questions provided

Journal Entries (LO: 3 & 4), 3 @ 30 points each (total 90 points): Students will be assigned to write journal entries (3) focused on using journals to "think on paper" about leadership concepts from a text and / or describing your own experiences relating how a particular concept from the readings applies. Each journal entry for this class will be structured so that the student can demonstrate application of the "Action/Observation/Reflection" learning techniques introduced can be applied.

Wall Street Journal Assignments/Discussions (WSJ) (LO's 6 & 7), 3 @ 50 points each (150 points): Students should be knowledgeable "consumers" of business press articles. Students in this class may-- but are not 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 https://education.wsj.com/students/. You may also use other reputable journals such as Forbes, Business Week, New Week and any other approved journal.

Case Study Assignments (LO's 2 & 5), 3 @ 50 points each (total 150 points): Each chapter in the assigned text ends with a short case describing a leadership or followership situation. Three of these case studies are assigned throughout the semester as an individual written exercise. Students will be required to expand on the leadership concepts through additional ideation techniques and theories using business cases. Additional information will be provided on Canvas along with assignment requirements and details.

Current Business Leader in the Newspaper (LO's 6 & 7), choice memo – 100 points, final paper – 100 points (total 200 points): As you read the journals this semester take note of a business leader that you find particularly interesting. Midway through the semester you must identify a

first and second choice leader to analyze in more depth for your final paper and presentation in this class. For this individual leader, you will be doing in-depth research from credible business press sources and applying the frameworks learned in this class on their handling of organizational situations and analyzing their effectiveness. Detailed_instructions for the paper will be posted on Canvas.

Exams (LO's 1 & 2), 3 @ 100 points each (total 300 points): There will be three (3) required exams. Exams will cover all chapters and test student's knowledge of the key frameworks and concepts. **There will be no make-ups for missed exams unless there is a documented medical emergency**.

Chapter Quizzes (10 @ 10 points each)

Grading Criteria Rubric and Conversion

Course Element	Grading Points	Total Points
Introduction	10 points	10 points
Journal Entries	3 @ 30 points	90 points
Case Study Assignments	3 @ 50 points	150 points
WSJ Current Events Discussions	3 @ 50 points	150 points
Leader in the News Project Choice Memo	1 @ 100 points	100 points
Leader in the News Project Final Paper	1 @ 100 points	100 points
Exams	3 @ 100 points	300 points
Quizzes	10 @ 10 points	100 points
TOTAL		1000 points

Posting of Grades

Upon receipt of the class assignments, turn-around time for grades will be 2-3 days. Grades will be posted on the Canvas Grade book where students can monitor their status.

Grade Equivalents:		
If Grade is Computed Numerically	If Grade is Computed by Letter	Grade is computed by Points
90.0 - 100 %	= A	900-1000
80.0 - 89.9%	= B	800-899
70.0 – 79.9%	= C	700-799
60.0 – 69.9%	= D	600 - 699
0 – 59.9%	= F	0 –599

Grading Policies

Late Submissions: Given the brevity of this course, late submissions and exam extensions **will not be allowed** in this course unless you or a family member in your immediate care experiences a medical emergency. You must communicate this information to me 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.

COURSE OUTLINE AND CALENDAR

Complete Course Calendar

Week	Dates	Reading Assign	Topic	Assignments
1	June 5	Part One: Chapter 1 Part One: Chapter 2	Unit 1: Leadership is a Process, Not a Position Chapter 1: What Do We Mean by Leadership? Chapter 2: Leader Development	 Introduction Read Chapter 1 Begin skimming for leader articles. Read Chapter 2 Case Study #1 Chapter 2 Case: Developing Leaders at UPS Quiz 1&2 DUE: Sunday, June 11 by 11:59 p.m.
2	June 12	Part One: Chapter 3	Part 1: Leadership Is a Process, Not a Position Chapter 3: Skills for Developing Yourself as a leader Part 2: Focus on the Leader Chapter 4: Power and Influence	Read Chapter: 3 Read Chapter 4 WSJ #1 Discussion - First post is due June 15 and second post is due June 18th Journal Entry #1 Quiz 3&4 Exam #1 (Ch.1-4) Due: June 18 by 11:59 p.m.

3	June 19	Chapter 5	Chapter 5: Values, Ethics, & Character	
		Part Two: Chapter 6	Part 2: Focus on the Leader Chapter 6: Leadership Attributes	Read Chapter 5 Read Chapter 6 Quiz 5&6 WSJ #2 Discussion First post is due Thursday, June 22 and 2nd post is due June 25th by 11:59 p.m Due: June 25th by 11:59 p.m
4	June 26	Chapter 7	Part 2: Focus on the Leader Chapter 7: Leadership Behavior	Read Chapter 7 Read Chapter 8 WSJ #3 Discussion is due Thursday, June 29, and second post is due July 2, by 11:59
		Part Two: Chapter 8	Part 2: Focus on the Leader Chapter 8: Skills for Building Personal Credibility and Influencing Others	□ Exam #2(Ch. 5-9) Due July 2, by 11:59 pm
5	July 2	Part Three Chapter 9	Part 3: Focus on the Followers Chapter 9: Motivation, Performance, and Effectiveness	□ Quiz 7& 8 □ Read Chapter 9 □ Journal Entry #2: (Read Ch. 8 to understand) □ Read Chapter 10
		Part Three Chapter 10	Part 3: Focus on the Followers Chapter 10: Satisfaction, Engagement, and Potential	Due July 9, by 11:59 pm

6	July 9	Part Three Chapter 11	Part 3: Focus on the Followers Chapter 11: Groups, Teams, and Their Leadership	Read Chapter 11 Read Chapter 12 Case Study #2- Chapter 11 Case, Integrating Teams at Hernandez & Associates Journal Entry #3 Quiz 9&10
		Part Three Chapter 12	Part 3: Focus on the Followers Chapter 12: Skills for Developing Others	Due: July 16, by 11:59 p.m.
7	July 16	Part Four Chapter 13 Part Four Chapter 14	Part 4: Focus on the Situation Chapter 13: The Situation Part 4: Focus on the Situation Chapter 14: Contingency Theories	1st & 2nd Choice Leader Memo Read Chapter 13 Read Chapter 14 Case Study #3- Chapter 13 Case: Innovation at IKEA
				Due: July 23, by 11:59 p.m.
8	July 23	Part Four Chapter 15	Part 4: Focus on the Situation Chapter 15: Leadership and Change	Read Chapter 15 Read Chapter 16 Leader Project Exam #3 (10-16)
		Part Four Chapter 16	Part 4: Focus on the Situation Chapter 16: The Dark Side of Leadership	Due: July 28, by 11:59 p.m.

Important University Dates

Important university dates from the current Academic Calendar: https://www.tamuct.edu/registrar/academic-calendar.html

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system. We strongly recommend the latest versions of Chrome, Firefox, Edge, or Safari browsers. Canvas will run on Windows, Mac, Linus, iOS, android, or any other device with a modern web browser. 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/] by clicking on the "TAMUCT Online Canvas" tile. You will then log in through our Microsoft portal.

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

Canvas Support

Use the Canvas Help tab, located at the bottom of the left-hand menu, for issues with Canvas. You can search the support articles or use the Email, Call, or Chat buttons at the bottom of the support pop-up to contact the Canvas Help Desk.

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

Online Proctored Testing

A&M-Central Texas uses Proctorio for online identity verification and proctored testing. This service is provided at no direct cost to students. If the course requires identity verification or proctored testing, the technology requirements are: Any computer meeting the minimum computing requirements, plus web camera, speaker, and microphone (or headset). Proctorio requires use of the Chrome web browser with their custom plug in installed.

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]

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

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

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 Warrior Center for Student Success, Equity 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 <u>Access & Inclusion</u> Canvas page (log-in required) [https://tamuct.instructure.com/courses/717]

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 <u>information regarding the student conduct process</u>, [https://www.tamuct.edu/student-affairs/student-conduct.html].

If you know of potential honor violations by other students, you may <u>submit a referral</u>, [https://cm.maxient.com/reporting.php?TAMUCentralTexas].

Drop Policy

If you discover that you need to drop this class, you must complete the <u>Drop Request</u> Dynamic Form through Warrior Web.

[https://federation.ngwebsolutions.com/sp/startSSO.ping?PartnerIdpId=https://eisprod.ec.tamuct.edu:443/samlsso&SpSessionAuthnAdapterId=tamuctDF&TargetResource=https%3a%2f%2fdynamicforms.ngwebsolutions.com%2fSubmit%2fStart%2f53b8369e-0502-4f36-be43-f02a4202f612].

Faculty cannot drop students; this is always the responsibility of the student. The Records and Admissions Office will provide a deadline on the Academic Calendar for which the form must be completed. Once you submit the completed form to the Records and Admissions 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 Records and Admissions 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.

Pregnant and/or Parenting Students Rights and Accommodations

A&M-Central Texas supports students who are pregnant, experiencing pregnancy-related conditions, and/or parenting. In accordance with requirements of <u>Title IX and related guidance</u>

from US Department of Education's Office of Civil Rights, the Associate Dean in the Division of Student Affairs, (254) 501-5909, can assist students who are pregnant, experiencing pregnancy-related conditions, and/or parenting by provide flexible and individualized reasonable accommodations. Students should seek out assistance as early in the pregnancy as possible through the Pregnancy & Parenting webpage [https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html]. For more information, please visit Student Affairs [https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html]. 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].

<u>Title IX of the Education Amendments Act of 1972</u> specifically prohibits discrimination against a student based on pregnancy, childbirth, false pregnancy, termination of pregnancy, or recovery from any of these conditions

[https://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.html].

Students experiencing any form of discrimination due to any of these conditions are encouraged to reach out to the Title IX Coordinator, 254.519.5716, titleix@tamuct.edu, Founders Hall 317B, or the Associate Dean of Student Affairs, 254.501.5909, Warrior Hall 105.

Title IX Rights and Reporting Responsibilities

A&M-Central Texas is committed to creating a safe and open learning environment for all students. If you or another student has experienced any form of gender discrimination or sexual misconduct, including sexual harassment, sexual assault, dating/domestic violence, and/or sex-based stalking, help and support are available. Our university strongly encourages all members of our campus community to report incidents and seek support for gender discrimination and sexual misconduct through the Title IX Office. You may contact the Title IX Office at 254.519.5716, titleix@tamuct.edu, Founders Hall 317B, or learn more by visiting the Title IX webpage [https://www.tamuct.edu/compliance/titleix.html].

Please be aware that that under <u>Title IX</u>, <u>Texas Senate Bill 212</u>, and <u>System Regulation 08.01.01</u>, [https://policies.tamus.edu/08-01-01.pdf] all university employees are mandated reporters and are required to disclose information about suspected or alleged violations as listed above and defined in System Regulation 08.01.01. If the Title IX Office receives information about an incident, they will reach out to offer information about resources, rights, and procedural options as a member of the campus community. Although I have an obligation to report, you will, in most cases, control how your case will be handled. When working with the Title IX Office you will have access to resources and accommodations but also have the opportunity to express if you wish to move forward with an investigation. Our goal is to make sure you are aware of the options available to you as a student. Community members are not required to respond to this outreach.

If you or another student wishes to speak to a confidential employee who does not have this reporting responsibility, you can contact the <u>Student Wellness & Counseling Center</u>, [https://www.tamuct.edu/student-affairs/student-counseling.html], 254.501.5955, or swacc@tamuct.edu, located in Warrior Hall Room 207L or the Student Support Advocate, 254.501.5978 or ssa@tamuct.edu, located in founder Hall Room 317D.

Tutoring and Success Coaching

Tutoring and success coaching services are available to all A&M-Central Texas students, both virtually and in-person.

To schedule tutoring sessions or view tutor availability, please contact Warriorcenter@tamuct.edu or visit Warrior Hall, 111.

If you have questions about these or other academic support services or are interested in becoming a tutor, please contact the Warrior Center for Student Success, Equity and Inclusion at (254) 501-5836, email us at WarriorCenter@tamuct.edu. You are welcome to visit the Warrior Center at Warrior Hall, suite 212.

Chat live with a remote 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 Library & Archives

The University Library & Archives provides many services in support of research across campus and at a distance. We offer over 350 electronic databases containing approximately 631,525 eBooks and 75,149 journals, in addition to the 97,443 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. Schedule an appointment here [https://tamuct.libcal.com/appointments]. 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 workspaces, 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 <u>Library website</u> [https://tamuct.libguides.com/index]

University Writing Center

University Writing Center: For the summer semesters, all University Writing Center (UWC) tutoring services are entirely online. The hours of operation are from 10:00 a.m.-4:00 p.m. Monday through Thursday with additional hours Monday through Thursday nights 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. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. 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. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. 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 WCOnline [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, need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor.

OTHER POLICY STATEMENTS

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].

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 <u>referral</u> online

[https://cm.maxient.com/reporting.php?TAMUCentralTexas].

Anonymous referrals are accepted. Please see the <u>Behavioral Intervention Team</u> website for more information [https://www.tamuct.edu/bit]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5805.

Copyright Notice

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