

MGMT 3287-003
Managerial Leadership
Spring Semester, 2017

Instructor: Dr. David Magee
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Class Meets: Tuesday, Thursday 2:00 PM – 3:15 PM
Class Location: Room 155, Friday
Office: 290B Friday Building
Office Hours: Tuesdays, 11:30-1:30

Required Course Textbook

Northouse, Peter G. (2015). Leadership: Theory and Practice (7th Ed.). Los Angeles: Sage.

Prerequisite MGMT 3140 with a C or better.

Course Description

A managerial perspective on leadership in formal organizations. Emphasis is placed on team-building, exercising influence, decision-making, and conflict management. Pedagogical tools to instruct may include role playing, case analyses, and self-assessment of leadership competencies.

Course Overview

Managerial Leadership covers the essential skills necessary to be a more productive leader as well as a more effective manager. Increasingly, individuals want to feel connected to the “bigger picture” in organizations. They expect leaders to create direction and commitment and enable them to work together to achieve personal and organizational success. There is no single style of leadership that is effective in all situations. However, there are basic principles and processes that all effective leaders apply. This course focuses on those principles and processes.

Course Objectives

Upon completion of this course you should be able to:

1. understand managerial leadership,
2. appreciate and understand the relationship between culture and leadership,
3. understand the relevance of leadership theories and concepts and their relationship to practice,
4. develop team-building and decision-making skills,
5. understand and apply change leadership skills,
6. create the capacity for self-leadership,
7. develop leadership and interpersonal skills using self-assessments, self-evaluations, experiential exercises, and case analyses.

Class Format

Objectives of the course will be achieved through a combination of lectures, class discussions, assignments, and experiential exercises. Since this is an interactive, discussion-driven course, attendance and participation are expected.

Class Policies

1. Read Chapters before class and be prepared to answer questions in class. Your comments and questions are welcomed in this course. If you do not understand any material, please ask.
2. Your work will be collected at the beginning of class on the day it is due. Assignments will be considered late if they are turned in after the beginning of the class.
3. Cases typed. Please use a 12-point font in Times New Roman or Arial. Since right justified margins create unusual spacing, they should be avoided. When you submit an assignment, please keep a copy for your records.
4. Written assignments will be graded on content, format, organization, and grammar. To improve grades on written assignments, it is strongly encouraged to review a draft of each assignment with the professor, during office hours prior to submitting the final document. Important criteria to consider in writing various business documents include:
 - a. Content (weak integration of leadership theory and practice, missing important information/details),
 - b. Format (spacing, alignment, neatness),
 - c. Organization (direct/indirect style, logic),
 - d. Grammar (writing style, misspelled words, subject/verb agreement, awkward phrases, tone, punctuation, sentence/paragraph length, coherence, word choice, active/passive voice, parallelism, and transitions).
5. The standards and requirements set forth in this syllabus may be modified at any time by the course instructor. Notice of such changes will be by announcement in class, by written or by email.
6. Students are permitted to use computers during class for note-taking and other class-related work **only**. Those using computers during class for work not related to that class must leave the classroom for the remainder of the class period. Please step outside the classroom for emergency phone calls or texts.
7. Students in this course seeking accommodations for disabilities must first consult with the Office of Disability Services (DS) and follow the instructions of that office for obtaining accommodations.

Academic Integrity

The UNC Charlotte Code of Student Academic Integrity governs the responsibility of students to maintain integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, and lists applicable penalties. The Code is available from the Dean of Students Office or online at: <http://www.legal.uncc.edu/policies/ps-105.html>

The following conduct is prohibited as part of the Code as violating those standards:

1. Cheating. Intentionally using or attempting to use unauthorized materials, information, notes, study aids or other devices in any academic exercise. This definition includes unauthorized communication of information during an academic exercise.
2. Fabrication and Falsification. Intentional and unauthorized alteration or invention of any information or citation in an academic exercise. Falsification is a matter of altering information, while fabrication is a matter of inventing or counterfeiting information for use in any academic exercise.
3. Multiple Submission. The submission of substantial portions of the same academic work (including oral reports) for credit more than once without authorization.
4. Plagiarism. Intentionally or knowingly presenting the work of another as one's own (i.e., without proper acknowledgment of the source). The sole exception to the requirement of acknowledging sources is when the ideas, information, etc., are common knowledge.
5. Abuse of Academic Materials. Intentionally or knowingly destroying, stealing, or making inaccessible library or other academic resource material.
6. Complicity in Academic Dishonesty. Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty. A full explanation of these definitions, and a description of procedures used in cases where student violations are alleged, is found in the complete text of The UNC Charlotte Code of Student Academic Integrity. This Code may be modified from time to time. Students are advised to contact the Office of the Dean of Students or go to www.legal.uncc.edu/policies/ps-105.html to ensure they consult the most recent edition.

Attendance

1. Make-up exams or make-up assignments will be given only if you miss an exam or assignments due date as a result of an approved excused absence (see University Policy below). **Excused absences may be granted for the following reasons:** personal illness (which will require a written statement from your physician), religious holidays, or participating as an authorized university representative in an out-of-town event. Whenever possible, students are expected to seek the permission of the instructor prior to absences. Absences (excused or unexcused) do not relieve you of responsibility for the material covered in the classes missed.
2. Material will be presented in class that is not in the text and will be on the exams. If you miss a class, you should obtain notes from a trusted classmate. Although I do not take formal attendance at all classes, I reserve the right to do so at any time.
3. Since this course is designed to elicit discussion, it is incumbent on you to be prepared to discuss material at each class meeting. You are expected to be an active participant and to make meaningful comments on the topics being discussed. You should, therefore, make a conscientious effort to attend class and to be sufficiently prepared to contribute to the discussions.
4. This class will be conducted in an atmosphere of mutual respect. I encourage your active participation in class discussions. Each of us may have strongly differing opinions on the various

topics of class discussions. The conflict of ideas is encouraged and welcome. The orderly questioning of the ideas of others, including mine, is similarly welcome. However, I will exercise my responsibility to manage the discussions so that ideas and argument can proceed in an orderly fashion. You should expect that if your conduct during class discussions seriously disrupts the atmosphere of mutual respect I expect in this class, you will not be permitted to participate further.

Grading: Your grade for this course will be determined based on the following:

	<u>Potential Points</u>	<u>Value</u>
1 st Exam	100 points	50 multiple choice, 2 points each
2 nd Exam	100 points	50 multiple choice, 2 points each
1 st Unannounced Quiz	50 points	5 multiple choice, 10 points each
2 nd Unannounced Quiz	50 points	5 multiple choice, 10 points each
Individual Case	50 points	1 @ 50 points
Team Case	100 points	1 @ 100 points
<u>Comprehensive Final Exam</u>	<u>200 points</u>	100 multiple choice, 2 points each
TOTAL POSSIBLE	650	

Final Grade Scale:

A =	585 points or more
B =	520 – 584
C =	455 – 519
D =	390 – 454
F =	Less than 390 points

Points will be available using CANVAS as soon as exams/quizzes are processed and verified. Your final course grade will be based on the number of points earned. It is your responsibility to keep track of your grade progress.

THERE IS NO CURVE NOR ARE THERE EXTRA CREDIT POINTS IN THIS CLASS

Overall Course Schedule (Class Dates, Assignments, Exams, Cases, etc.)

T = Tuesday, R = Thursday: W = Wednesday This schedule is tentative and may be changed based upon the needs of the class.

<u>Date</u>	<u>Topic</u>	<u>Assignments</u>
T 1/10	Course Overview	<u>Bring this syllabus and the course text</u>
R 1/12	Introduction	Chapter 1
T 1/17	Trait Approach	Chapter 2
R 1/19	Trait Approach	Chapter 2
T 1/24	Skills Approach	Chapter 3
R 1/26	Skills Approach	Chapter 3
T 1/31	Behavioral Approach	Chapter 4
R 2/2	Situational Approach	Chapter 5
T 2/7	Path-Goal Theory	Chapter 6
R 2/9	Path-Goal Theory (Cases Assigned)	
T 2/16	1st Exam Chapters 1 – 6)	
R 2/18	Leader-Member Exchange Theory	Chapter 7
T 2/23	Transformational Leadership	Chapter 8
R 2/25	Transformational Leadership	Chapter 9
T 3/1	Authentic Leadership	Chapter 8
R 3/3	Authentic Leadership	Chapter 9
R 3/7	Spring Break – no class	
T 3/9	Spring Break – no class	
T 3/14	Servant Leadership	Chapter 10
R 3/16	Servant Leadership	Chapter 10
T 3/21	Adaptive Leadership	Chapter 11
R 3/23	Adaptive Leadership	Chapter 11
T 3/28	Leadership Ethics	Chapter 13
R 3/30	Leadership Ethics	Chapter 13
T 4/4	Team Leadership	Chapter 14
R 4/6	Team Leadership	Chapter 14
T 4/11	2nd Exam (Chapters 7, 8, 9, 10, 11, 13, 14, 15) - (not 12)	

R	4/13	Gender and Leadership	Chapter 15
T	4/18	Culture and Leadership	Chapter 16
R	4/20	Culture and Leadership	Chapter 16
T	4/25	Work on Team Case <u>in Class</u>	
R	4/27	Individual Case due by start of class <u>and</u> Teams Present Cases	
T	5/2	Review for Comprehensive Final Exam	
W	5/3	Reading Day	
R	5/4	To be decided	
T	5/9	To be decided	

Comprehensive Final Exam (Chapters 1-6, 7, 8, 9, 10, 11, 13, 14, 15, 16) – (not 12)

Comprehensive Final Exam: Date and Location will be scheduled as soon as announced by the University.

This **Overall Course Schedule** may be changed based upon the needs of the class.

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.