

**MANAGERIAL LEADERSHIP**  
**MGMT 3287 - 001**  
**Spring 2020, Class on TR: 2.30 - 3.45, Friday 142**

**PROFESSOR:** Dr. Janaki Gooty  
**OFFICE:** Friday building, Room 244A  
**HOURS:** TR 1-2 pm  
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**WEB PAGE:** Canvas class page  
**TEACHING ASSISTANT:** Check Canvas

Contact information and office hours for TA will be posted to Canvas.

**Important:** If you ask me a question that can be answered by reading the syllabus, I will not answer it. It is your responsibility to read the syllabus. So, please be sure to do so.

**UNIVERSITY DEADLINES AND REQUIREMENTS**

**PLEASE REFER TO THE UNIVERSITY DEADLINES FOR ADD/DROP AND OTHER STUDENT REQUIREMENTS IN YOUR HANDBOOK.**

**COURSE DESCRIPTION**

MGMT 3287. Managerial Leadership. (3) Prerequisite: MGMT 3140 with a C or better. A managerial perspective on leadership in formal organizations. Emphasis is placed on team-building, exercising influence, decision-making, and conflict management. Pedagogical tools to be used include role playing, case analyses, self-assessment of leadership competencies, and shadowing of working managers.

**REQUIRED TEXTBOOK**

The following text is **required** in this course:

Northouse, Peter G. (2018). Leadership: Theory and Practice (8th ed.). Los Angeles: Sage. (ISBN: 9781544326443)

In addition, there will be a number of readings posted to Canvas each week under that week's course materials. You are required to read those as well.

**COURSE OVERVIEW**

Managerial Leadership covers the essential skills necessary to be a more productive manager as well as a more effective leader. 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.

**OBJECTIVES OF COURSE**

Upon completion of this course, you should be able to:

1. Understand managerial leadership
2. Understand and analyze 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.

### **Syllabus changes:**

I reserve the right to change the course syllabus at any time during the semester. Please log into Canvas daily to check for any changes that may occur.

### **Grading:**

Everyone begins the semester with zero points. You can earn the grade of your choice depending on how hard you are willing to work. Your total number of points determines your final grade. Any grade dispute requires written notification to your assigned TA within 24 hours of the posting of the grade on Canvas. An e-mail to your TA outlining the basis for the grade dispute will serve as a written notification. Do not present any grade disputes to me, as your TA will initiate a grade dispute resolution process with me, and I will review each case individually, after reviewing each case with your TA. There will be no exceptions to this process. Your TA will contact you if there is a need to provide additional supporting materials to make your case.

Rounding of decimal points (on final grades) for the total score (not percentages) will occur in a standard statistical format where scores equal to or below .49 are rounded to the lower whole number, and scores equal to or above .50 are rounded to the higher whole number.

***Lastly, no changes will be made to final grades, and no additional points will be awarded to any student on the "margin" of a higher grade range. You are in complete control of your grade destiny from the beginning of the semester. Make each exam and assignment count.***

### **COURSE REQUIREMENTS:**

- 1) 3 classroom examinations @ 100 points each = 300 points
- 2) 5 in class exercises @ 10 points each = 50 points
- 3) Storytelling project = 50 points

**Total Available Points = 400 points (100%)**

Letter grades are assigned based percentage of total points:

90-100%: **A**

80-89%: **B**

70-79%: **C**

60-69%: **D**

Less than 60%: **F**

### **DETAILED EXPLANATION OF COURSE REQUIREMENTS**

#### **Classroom Examinations**

The examinations will consist of 50 multiple-choice questions. They will cover ALL material up to the date of the exam, including text and supplemental readings, lectures, and experiential exercises. Exam dates will not change. However, depending on how the course progresses, content might be covered under slightly different sections than is presented in the course outline. Also, there is the possibility that I will cover some additional topics throughout the course, if time permits.

THERE ARE NO MAKE-UP EXAMS. If you have a problem, you must contact me before the examination. Please note that if you miss an exam and only notify me of illness, injury etc. after the exam, I am not obliged to give you a make up. I will not give you a make up if you miss an exam without notifying me in advance. You are expected to complete your exam UNAIDED. Failure to do so will result in an F for you and for anyone who is foolish enough to help you.

**I have zero tolerance for cheating on quizzes or exams. You can be rest assured that you will receive an F in the course if I ever suspect you of cheating. This includes looking at someone else's exam or any behavior that is deemed suspicious by me or my TA. To avoid putting yourself in such positions, do not look around or at others' exams/quizzes.**

### **In Class Exercises (carry note cards with you throughout the semester)**

The purpose of the experiential exercises is to have the student come to understand the material in the course on a personal level. The learning that comes from the experiential exercises will be highly individualistic; therefore, it is important for the student to actively participate in each exercise. Experiential exercises will be conducted throughout the course of the semester and will be included in the exams.

**Absolutely no makeup for missed exercises.** No requests will be entertained in this regard. Each exercise is worth 10 points and at the end of each exercise, I will ask you to turn in a note card with a short description of what you learned from the exercise and how it related to course topics. Your ability to relate the exercise back to course topics will determine your points on these exercises. **We will complete 6 in class exercises and you can drop your lowest/missed exercise.** You get one "free" card for a missed exercise. It is your responsibility to manage your time, schedule and obligations such that you can make it to class for these exercises. This includes absences related to interviews, any school club's activity, etc.

### **Storytelling Project**

As well discuss throughout the inspirational leadership classes, one of the most powerful ways for leaders to articulate a vision is via storytelling. This project will help you learn and apply that skill in a hands on way. I will introduce the project in class and post detailed instructions to Canvas.

### **ATTENDANCE, PARTICIPATION AND PROFESSIONAL CONDUCT**

You are expected to (1) come to every class meeting and (2) be prepared to answer questions about the assigned material. In addition, you are expected to (3) conduct yourself in a professional, courteous manner during class. Reading the newspaper, text messaging, sleeping or anything unrelated to class activity will be considered unprofessional conduct. If you have to miss class, it will be your responsibility to get any material you miss from one of your classmates. I do not make my lecture notes available to students who miss class. There will be no make-ups for experiential exercises or any in class activities. No requests in this regard will be entertained.

IMPORTANT: This is a behavioral class. Even though it is a large section, we will have lots of discussion and interactions in class. If you are in class, you will be expected to be ready to participate. If you want to be a passive participant, this class is not for you. No electronic devices may be used without explicit permission from me. All note taking and reading in class will need to be on paper.

### **Academic Integrity**

As a student in this course, you are bound to abide by the Code of Student Academic Integrity. **The minimum penalty for violating the Code of Student Academic Integrity in this class would be an 'F' for the course.**

The following information is taken from the current UNC Charlotte catalog and is provided for your information:

### **THE UNC CHARLOTTE CODE OF STUDENT 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 following conduct is prohibited in that Code as violating those standards:

A. 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.

B. 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.

C. Multiple Submission. The submission of substantial portions of the same academic work (including oral reports) for credit more than once without authorization.

D. 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.

E. Abuse of Academic Materials. Intentionally or knowingly destroying, stealing, or making inaccessible library or other academic resource material.

F. Complicity in Academic Dishonesty. Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

Academic evaluations in this course include a judgment that the student's work is free from academic dishonesty of any type; and grades in this course will be adversely affected by academic dishonesty. Students who violate the code can be expelled from UNC Charlotte. The normal penalty for a first offense is zero credit on the work involving dishonesty and further reduction of the course grade. In almost all cases the course grade is reduced to F.

#### **Belk College of Business Statement on Diversity**

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.

### Tentative\* Schedule

TOPIC	TENTATIVE DATES	Readings
Introduction	January 9 <sup>th</sup>	Read syllabus and Chapter 1(self-study)
Trait approach	January 14 <sup>th</sup> & 16 <sup>th</sup>	Chapter 2
Skills approach	January 21 <sup>st</sup> & 23 <sup>rd</sup>	Chapter 3
Behavioral approach	January 28 <sup>th</sup> & 30 <sup>th</sup>	Chapter 4
Catch up & Review	February 4 <sup>th</sup>	Chapters 1-4
<b>Exam 1</b>	<b>February 6<sup>th</sup></b>	Chapters 1-4
Situational approach	February 11 <sup>th</sup> & 13 <sup>th</sup>	Chapter 5
Leader-Member Exchange	February 18 <sup>th</sup> & 20 <sup>th</sup>	Chapter 7
Transformational leadership	February 25 <sup>th</sup> & 27 <sup>th</sup>	Chapter 8 Begin Storytelling Project
Spring Recess	Mar 3 <sup>rd</sup> & Mar 5 <sup>th</sup>	No class - Spring Recess
Catch up & Review	Mar 10 <sup>th</sup>	Chapters 5,7 &8
<b>Exam 2</b>	<b>March 12<sup>th</sup></b>	Chapters 5,7 &8
Authentic Leadership	March 17 <sup>th</sup> & 19 <sup>th</sup>	Chapter 9
Servant leadership	March 24 <sup>th</sup> & 26 <sup>th</sup>	Chapter 10
Leadership Ethics	Mar 31 <sup>st</sup> & April 2 <sup>nd</sup>	Chapter 13 and Assigned readings from Canvas
Diversity and leadership	April 7 <sup>th</sup> & 9 <sup>th</sup>	Chapter 15 and Assigned readings from Canvas
Story telling presentations	April 14 <sup>th</sup> -23 <sup>rd</sup>	
Catch up and Review	April 28 <sup>th</sup>	Chapters 9, 10, 12, 13, 15 and assigned readings from Canvas.
<b>Final Exam</b>	<b>May 5<sup>h</sup>: 2-4.30.</b>	Chapters 9, 10, 12, 13, 15 and assigned readings from Canvas.

\* We will go faster or slower depending on how in class activities progress. This is not a set schedule but just a road map.