

MANAGERIAL LEADERSHIP

MGMT 3287-002
Denny Building 120
(TR 11:30 AM-12:45 PM)
Spring 2019

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TR 11:00-11:30 AM – Main Campus
Others by Appointment

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REQUIRED COURSE TEXT

Northouse, Peter G. (2016). Leadership: Theory and Practice (7th ed.). Los Angeles: Sage. (ISBN: 9781483317533)

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.

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.

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

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

Do you have any questions about the course? If so, feel free to get in touch with me and share your thoughts and expectations on the course.

CLASS POLICIES

1. Read assignments 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. All assignments turned in must be 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 your grades on your written assignments, you are strongly encouraged to review a draft of each assignment with your professor, during his office hours, prior to submitting your final document. Some important criteria to consider in writing various business documents include: Content (weak integration of leadership theory and practice, missing important information/details), Format (spacing, alignment, neatness), Organization (direct/indirect style, logic), and 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. Please bring your name card to every class throughout the semester. This will help me to learn your name and to factor your participation in any borderline situations involving the course grade.
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.
7. Because of privacy issues, final grades will not be posted. However, you may obtain your grade for the course by accessing the UNC Charlotte website.
8. 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 [or by written or email notice].

ACADEMIC INTEGRITY

Students have the responsibility to know and observe the requirements of The UNC Charlotte Code of Student Academic Integrity. The following information from the current UNC Charlotte Catalog 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. 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.

GRADING POLICY

Grades for this course will be determined by your performance on the following work:

	<u>Points</u>	<u>Grading Scale</u>
Exam 1	150*	A = 585-650 pts.
Exam 2	150*	B = 520-584 pts.
Comprehensive Final	200	C = 455-519 pts.
Group Case	100	D = 390-454 pts.
Quizzes (5/6 @30 points each)	150*	F = 0-389 pts.
Exercises	<u>50</u>	
Total Points	650	

* Your lowest grade of these three will be deleted

ATTENDANCE POLICY & CLASS PARTICIPATION

Students who punctually attend class on a regular basis most often perform at a higher level on exams and assignments. Thus, attendance at all class sessions is expected. Absences from class may be excused for such reasons as personal illness, religious holidays, or participating as an authorized University representative in an out-of-town event. Whenever possible, you are expected to seek the permission of your instructor prior to absences.

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.

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.

I will conduct this class 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.

QUIZZES AND EXAMINATIONS

During the semester we will have 6 quizzes; 5 will count toward the equivalent of a term exam. We will also have two term examinations and a comprehensive final. All material covered in readings, assignments, and class discussions is subject to examination. Make-up quizzes will not be given. Make up exams will be given only if you miss an exam as a result of an approved absence.

COURSE OUTLINE AND ASSIGNMENT SCHEDULE

<u>Date</u>	<u>Topic</u>	<u>Assignments</u>
R 1/10	Course Overview	
T 1/15	Introduction to Leadership	Chapter 1
R 1/17	Trait Approach	Chapter 2
T 1/22	Trait Approach	Chapter 2
R 1/24	Skills Approach	Chapter 3

T	1/29	Skills Approach	Chapter 3
R	1/31	Behavioral Approach	Chapter 4
T	2/5	Behavioral Approach	Chapter 4
R	2/7	Situational Approach	Chapter 5
R	2/12	Path-Goal Theory	Chapter 6
T	2/14	Path-Goal Theory	Chapter 6
T	2/19	EXAM I (Chapters 1-6)	
R	2/21	Leader-Member Exchange Theory	Chapter 7
T	2/26	Transformational Leadership	Chapter 8
R	2/28	Transformational Leadership	Chapter 8
T	3/5	SPRING BREAK	
R	3/7	SPRING BREAK	
T	3/12	Authentic Leadership	Chapter 9
R	3/14	Authentic Leadership	Chapter 9
T	3/19	Servant Leadership	Chapter 10
R	3/21	Adaptive Leadership	Chapter 11
T	3/26	Adaptive Leadership	Chapter 11
R	3/28	Leadership Ethics	Chapter 13
T	4/2	EXAM II (Chapters 7-11, 13)	
R	4/4	Team Leadership	Chapter 14
T	4/9	Team Leadership	Chapter 14
R	4/11	Gender and Leadership	Chapter 15
T	4/16	Culture and Leadership	Chapter 16 Group Cases Due
R	4/18	Culture and Leadership	Chapter 16
T	4/23	Managing Conflict	
R	4/25	Managing Change	
T	4/30	Review for Final Exam	
T	5/7	Final Exam (11 am-1:30 pm)	

GUIDELINES FOR AVOIDING PROBLEMS WITH PLAGIARISM

Plagiarism is the use of another's words or ideas as your own. While plagiarism is never acceptable, flagrant plagiarism occurs when a person, through panic or unpreparedness, uses all or part of another person's paper or some published work and turns it in as his/her own. Plagiarism also occurs quite unintentionally, through a person's misconception of how source material should be used. There is no justification for this kind of theft, for that is what the use of another's work is.

Scholars do research into a subject with the expectation that others will use their findings and opinions. All that is necessary is that you carefully follow certain guidelines for using published material.

1. Passages, sentences, phrases, or even single words which are taken directly from a source and used in a paper must be suitably introduced. This material must be enclosed in quotation marks, and credit given to the source from which the material was taken. Credit is shown through a footnote or internal documentation to the source and the inclusion of that source in the bibliography or reference section.
2. All facts and/or opinions which are taken from a source and restated in your own words and style (paraphrased) should be properly introduced and credited to the source. Again, credit can be given through the use of a footnote or internal documentation and the source should be listed as part of the bibliography or reference section of the paper.
3. Careful distinction must be made between direct quotation and paraphrase.
 - A. Material that is directly quoted must be accurately and carefully reproduced. If you omit a word or words, insert an ellipsis (...). If you add clarification or your own words to the sentence, put the added material within brackets []. With these two exceptions, material that is enclosed in quotation marks should be reproduced exactly as it is in the source.
 - B. Paraphrased material is in your own style. Do not simply substitute vocabulary, change tenses, or shift the sentence structure slightly. The best way to paraphrase is to read it over until you are familiar with the content and, without referring to the original passage, write in your own words what the fact or the opinion in the original was.
 - C. Sometimes you may wish to retain distinctive words, phrases, or sections of sentences even though you have paraphrased the passage. Enclose these words or groups of words in quotation marks within the paraphrase.
4. Reserve direct quotations of opinions or facts which, in your best judgment, would suffer greatly from loss of style or emphasis by paraphrasing. If you directly quote, make your quotation as succinct as possible by trying to fit the quotation into the structure of your sentence.
5. Follow carefully the prescribed patterns for preparation of footnotes, internal documentation, a bibliography, and references. Indicate a citation in your bibliography or reference section for every source used in your paper. Double check all entries.

Doing research in a particular area and then using the results of your research to strengthen the assertions and opinions of your paper is rewarding and exciting experience. Care and accuracy in preparing the final paper, and the proper regard for these scholarly matters will make your venture into research writing satisfying to you and your instructor(s).

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.