Course Syllabus
MGMT 7135 M51 – Seminar in Leadership
Spring Semester, 2019
2.0 Credit Hours
(Last updated: 12/17/2018)

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Office Hours: As this is a fully online course, office hours are scheduled on an "as needed" basis using email or phone.

Course Overview:

Theoretical and practical consideration of leadership in high-performing business organizations; detailed analysis of relevant organizational behavior concepts; particular focus on theories of motivation, styles of leadership, and emotional intelligence.

This course provides an examination of leadership from the perspective of the individual within the organization and the concept of self–leadership featuring topics that emphasize a variety of self-assessments, personal reflection, and a commitment to demonstrate leadership in a variety of venues. This course focuses on major themes of leadership and organizational behavior with the intent of identifying specific principles and behaviors that drive the attainment of organizational objectives and worker/employee engagement.

Pre-Requisites/Co-Requisites:

None; although it is assumed that you have some experience as an on-line student. If this is your first fully online course contact your instructor for guidance.
Required Texts (and Related Materials):

In order of use in the course. Although some can be purchased used, those that must be ordered new are indicated below.


Recommended Texts (and Related Materials):

All other recommended texts or related materials will be provided by your instructor over the course of the semester.

Location of Course Materials:

This is a fully online course and all course materials (Powerpoints, quizzes, software programs, videos, etc.) are located on the eCourseware website (opens in browser window).

Course Objectives:

By successfully completing this course, students will be able to:

1. Effectively analyze leadership situations and make decisions using a variety of perspectives.
2. Understand "what leaders are", "what leaders do", and "how leaders differ", while differentiating various levels of leadership.
3. Work within the boundaries of organizational culture and leverage culture to manage change.
4. Develop techniques to recruit, select, and develop teams through an understanding of people and different leadership styles.
5. Develop positive work attitudes among subordinates while managing their emotions and stress in a work context.
6. Lead groups and teams for high performance, cohesion, and retention.
7. Develop an individual leadership style and personal plan for implementing for use in your professional work.
Fogelman College: Learning Outcomes for Your Degree

The Fogelman College has established these learning goals for all students successfully completing the MBA degree. As a graduate with a Fogelman MBA degree, you will be:

- Able to function as a leader.
- Technically competent.
- Knowledgeable about social and ethical issues and trends affecting businesses.
- Knowledgeable in functional areas and their integration.
- Able to think critically and solve problems.

This course is designed to help you to meet various aspects of all of those degree goals. You should take the time to become familiar with the overall learning objectives as a student in the MBA degree program.

- MBA Program Outcomes (opens in browser window)

Course Methodology

As noted above, this is a fully online course and much of the learning will be self-managed and self-paced. This has the benefit of accommodating each student’s unique schedule and learning style. Everything will be done fully online and asynchronously (meaning the class will not meet at specific times). The keystone of this course is the group discussion. This is an opportunity to explore the concept of leadership in a fashion that makes it very personal and very applicable to your world.

Professor’s Expectations of Students:

We will spend our time reading, discussing, reflecting and writing. Your work will reflect a superb knowledge of the material as demonstrated by references to the texts and other resources in support of critical thinking, analysis, and application on your part. To be successful in this course, it is critical that you are prepared and on time with your work. Given that this class would normally meet for two hours each week (plus travel) and have an hour of work for each hour of class time, prepare to invest 4-6 hours (on average) per week.

Student's Expectations of the Professor:

There are certain things you can expect from me including: well-organized and engaging learning experience, response to emails within two (2) business days, and feedback on all graded work submitted within 7-10 calendar days. You can also expect to be equipped to assert your leadership influence in any venue by the end of the semester.

Grading and Evaluation Criteria:

Over the semester, you will have a variety of opportunities to earn points towards your final (overall) letter grade in this course. This section of the syllabus describes the assessed work you will be doing and how overall (final) letter grades will be computed.
Final Course Grades:

Over the semester, you will have a variety of opportunities to earn points towards your final (overall) letter grade in this course. This section of the syllabus describes the assessed work you will be doing and how overall (final) letter grades will be computed:

- 920-1,000 pts A
- 840-919 pts B
- 750-839 pts C
- 650-749 pts D
- Under 650 pts F

Your overall grade for the semester is based on how well you perform on a mixture of formal activities including discussions, written papers, and a final project.

Summary of Graded Activities:

Points earned on the assessed activities will be distributed as follows:

- Module papers, related unit activities and discussion participation (3 @ 250 points each) 750 pts
- Final Project (1 @ 250 pts) 250 pts
- Total Possible for Semester 1,000 pts

Course Topics:

The learning units of this course are organized into four (4) broad topic areas as follows:

- Unit 1: Personal Leadership – In The Leadership Challenge, the authors assert, “mastery of leadership is mastery of the self”. In this module we will concentrate on understanding ourselves better in the context of leading ourselves.
- Unit 2: Team Leadership - a leadership framework and the various approaches to describing & defining leadership
- Unit 3 topics: Leadership Theories – a survey of the most commonly found leadership theories.
- Final Project: Summary Leadership Maxims - a consolidated (summary) set of leadership maxims built from the three semester units (personal, team, organizational)

Schedule of Activities

For a complete semester schedule of readings, activities, and due dates for assignments, please refer to the Schedule of Semester Activities that can be found in the online course area under “Course Resources”.

Final Exam Schedule

The final project in this course will serve as the final exam in this course.

Rules of the Road

Here are a few important things to keep in mind:

1. The best - and most reliable - means of getting credit for your work is to submit it to the available course drop-box folders. Emailing work to me is complicated and harder to track down at my end. I leave all course drop-box folders open through the end of the semester for past-due work.
2. Communication should primarily be through your standard UoM email account. This helps ensure proper academic privacy of your communications with me in this course.
3. Make sure that you have a backup plan for internet access. If you wait until the last minute and have systems issues you might miss an assignment.
4. If illness, travel or other issues are going to delay your work, advance notice is always appreciated.
5. The course home (news) page is my main means of communication - check it often.

Grade Items & Activities:

Unit Performance:

The course contains three (3) units, personal, team, and organizational leadership. Each unit will be 4-5 weeks in length. During that time, you will read the textbooks, take assessments, participate in discussions, and compose a 3-4 page reflection paper at the end of each module. See the rubric for grade detail, but you will be graded on meeting the requirements of each item. Quality and timeliness will be important.

Discussions:

(1) Your initial post (response) that is a well-reasoned, 1-2 paragraph answer to the question that shows (a) understanding of the reading/assessments, etc. (b) evidence of critical thinking, & (3) application to your leadership, your team, or your organization as applicable. You may include your experience with non-work environments such as clubs, religious or non-profit organizations.

(2) Your response to the posts within your group (within the window of the unit; see schedule) should add substance to the overall discussion. This means that "nice post" or "I totally agree" will not suffice. In fact, there should be times where you disagree with or challenge each other. Do not respond to the same people two discussions in a row. Try to interact equally. Of course, this will require everyone to be punctual.

As you can see, adherence to the schedule is critical. Your discussion score will be a function of your punctuality and the quality of your interactions.
Dropbox Work Postings (Unit Activities)

With each broad unit you will be required to post various activity files to the appropriate drop-box folder. As with discussions, these items are due by the last day of each broad unit. You will be graded on punctuality and completeness of assignments.

Reflection Papers:

Throughout each unit you will be required to post various items to the appropriate drop-box folder. As with discussions, these items are due by the last day of each broad unit. You will be graded on punctuality and completeness of assignments.

Final Project:

The final project is described in the course content area and will be due at the end of the semester. Your score on this final project will be based on both quality and punctuality.

Course Policies

E-MAIL:

All students are required to maintain and access their University of Memphis (@memphis.edu) email account. You will receive all official course correspondence at this email account. It is your responsibility to check your inbox frequently and read all email messages from the course instructor. I generally check my campus email account (sandy.schaeffer@memphis.edu) regularly during normal business hours (M-F, 8:30AM to 4:30PM). Outside of those hours, you will have a better chance of reaching me via sandeford.schaeffer@gmail.com.

Attendance:

This is an online course that allows you to participate in all required activities in an asynchronous mode throughout a given unit of activity. Thus, tracking formal of attendance is impractical. However, because we will also be moving at a brisk pace it is important that you stay active and engaged through consistent attendance all semester. Your full engagement in the class begins on the first day of the semester and should be maintained until the last assignment is submitted.

Adding / Dropping:

If you have questions about adding or dropping classes, please refer to this page on the Registrar’s website (opens in browser window).

Academic Integrity:

The University of Memphis has clear codes regarding cheating and classroom misconduct. If interested, you may refer to the Student Handbook section on academic misconduct for a discussion of these codes. If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the Fogelman College’s Website on Academic Integrity (opens in browser window).
Classroom or Online Behavior:

All participants in the course should be considerate of the other course participants and treat them (as well as their opinions) with respect. The class will operate under the assumption that any and all feedback offered is positive in nature and that the intentions of the person(s) providing feedback are strictly honorable. Insensitivity in this area will not be tolerated. If you have any questions about online communication, you should review the Fogelman College’s Netiquette website (opens in browser window).

Late Assignments:

Assignments and projects may be submitted anytime up to and including the date due. Please review all information in this syllabus and related “Course Activity Summary / Schedule” for all due dates for formally assessed work. If your work is not submitted on time, the instructor reserves the option to deduct up to 20% of the grade value for tardiness depending upon the circumstances and appropriate communication between the student and the instructor.

Extra Credit:

There is no extra credit offered in this course. Your final grade will be computed based on your work on the formal/assessed activities previously described in this syllabus.

Reporting Illness or Absence:

Due dates and deadlines have been established for each graded assignment. In this course, deadlines are taken very seriously. Please do not wait until the last day to submit assignments or to take quizzes and exams. If an emergency should arise, it is the student’s responsibility to contact the instructor prior to the deadline to discuss the matter. A deadline extension will be considered only if all of the following conditions are met: (1) Extreme emergency and (2) Instructor contacted prior to the due date.

Inclement Weather:

In the event that inclement weather requires the cancellation of classes at The University of Memphis, local radio and television media will be immediately notified. Additionally, The University of Memphis has established an Inclement Weather Hotline at 678-0888 as well as TigerText (contact Police Services for assistance setting up), an emergency alert text messaging service to students, faculty and staff. This optional service is used in the event of an on-campus emergency, an unscheduled university closing, or a delay or cancellation of classes due to, for instance, inclement weather.

Syllabus Changes:

The instructor reserves the right to make changes as necessary to this syllabus. If changes are necessitated during the term of the course, the instructor will immediately notify students of such changes both by individual email communication and posting both notification and nature of change(s) on the course bulletin board.
Student Services

Please access the [FCBE Student Services (opens in browser window)](https://example.com) page for information about:

- Students with Disabilities
- Tutoring and other Academic Assistance
- Advising Services for Fogelman Students
- Technical Assistance