Tentative Course Syllabus
MGMT 4461-001 – Managerial Leadership Fall Semester, 2020
9:40 AM - 11:05 AM, Tuesday/Thursday, Room 133
3.0 Credit Hours

Instructor: Dr. Kathy A. Tuberville, Management Department, Director, Avron B. Fogelman Professional Development Center
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Phone2: 901.678.4740
E-mail: ktbrvlle@memphis.edu
Office: FCBE 308, alternate location is FCBE 274 in the Professional Development Center
LinkedIn: Dr. Kathy Tuberville

Office Hours: All office hours will be virtual at the beginning of the semester until future notice. Please email me to schedule an appointment, happy to meet with you by Zoom.

Course Overview
An examination of leadership from the perspective of the individual 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.

Pre-Requisites/Co-Requisites
MGMT 3510 and MGMT 3110

Required Texts (and Related Materials)

Neck - BUNDLE: Neck: Self-Leadership + Northouse: Leadership 8e IEB
For ordering information this is the ISBN #: 978-1544350790
Location of Course Materials

*Students must acquire the bundle from the UofM bookstore.* *Rebooting Leadership can be purchased through Amazon, Half.com or other online sources.*

The course materials (lectures, discussion topics, news, etc.) are located on the eCourseware website. Students should check the news page (home page of the course) frequently for course updates and information. Additional information will be announced in class.

Course Objectives

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

- Demonstrate an understanding of the complexity and challenges of leadership.
- Demonstrate what personal leadership entails both behaviorally and psychologically.
- Interpret personal surveys/assessments and apply to personal self-awareness and self-leadership.
- Develop a self-leadership action plan to enhance their personal leadership style.

Fogelman College: Learning Outcomes for Your Degree

This course is designed to help you to meet the overall learning objectives for the BBA degree offered by the Fogelman College. You should take the time to become familiar with the overall learning objectives as a student in the BBA degree program. Graduates will:

- be effective communicators.
- demonstrate critical thinking skills.
- be knowledgeable about ethical factors in the business environment.
- be knowledgeable about the global business environment.
- be proficient users of business presentation and analysis technology.

[See BBA Program Outcomes (opens in new window)]

Course Methodology

The course content delivery will be based on interactive lectures, in-class activities, group discussion boards, guest speakers, and written individual assignments. The goal is to assist students in learning more about leadership in order to develop effective self-leadership strategies and ultimately develop a self-leadership development plan.

*In eCourseware, please become familiar with our course home page. There I will post additional reading opportunities which may help you in your SLAP paper and other class activities. The Sample APA papers, with APA online links, are also posted there.*
Student's Expectations of the Professor

What can you expect from me?

a) If I have not returned an email within 24 hours, I did not receive your email. Please check the address and re-send your message.

b) You can expect me to grade thoroughly and provide feedback online on your papers to help you improve your grades on upcoming papers.

c) You can also expect me to be available to help you—however I need to hear from you as to the type of help you may need. I need clear questions in your emails—please be sure to identify the course information carefully.

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

Final course grades are earned according to the following table:

<table>
<thead>
<tr>
<th>Percent Range</th>
<th>Assigned Grade</th>
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<tbody>
<tr>
<td>90-100%</td>
<td>A</td>
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<tr>
<td>80-89%</td>
<td>B</td>
</tr>
<tr>
<td>70-79%</td>
<td>C</td>
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<tr>
<td>60-69%</td>
<td>D</td>
</tr>
<tr>
<td>Under 60%</td>
<td>F</td>
</tr>
</tbody>
</table>

The course will include written papers, class projects/presentations, and in-class group projects for the semester grades. In lieu of a final, a SLAP (Self-Leadership Action Plan) will be required.

Summary of Graded Activities

Points earned on the assessed activities will be distributed as follows:
<table>
<thead>
<tr>
<th>Deliverables</th>
<th># of assignments</th>
<th>Point Value Each</th>
<th>Total Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intro Assignment</td>
<td>1</td>
<td>35</td>
<td>35</td>
</tr>
<tr>
<td>In-Class Group Projects</td>
<td>4</td>
<td>30</td>
<td>120</td>
</tr>
<tr>
<td>Reflection Paper</td>
<td>1</td>
<td>75</td>
<td>75</td>
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<tr>
<td>Quizzes (online)</td>
<td>11</td>
<td>10</td>
<td>110</td>
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<tr>
<td>Team Presentation Project</td>
<td>1</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>Final Individual Project</td>
<td>1</td>
<td>100</td>
<td>100</td>
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<tr>
<td>Career Project</td>
<td>1</td>
<td>75</td>
<td>75</td>
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<tr>
<td><strong>Total Points Possible</strong></td>
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<td><strong>665</strong></td>
</tr>
</tbody>
</table>

**Course Topics**

- Sources of leadership & self-leadership, External & personal factors of leadership, Strategies of self-leadership
- Goal setting & leadership Competence, self-control & purpose visioning, beliefs, and self-leadership
- Challenges, opportunities, and leader behaviors
- Self-leadership and teams
- Organizational issues and self-leadership
- Experiential leadership project

**List of Formal Assessed Activities**

- Weekly quizzes
- Reflection papers
- Final Self-leadership action plan (SLAP) project (individual)
- In class group projects
- Team Project – work with your group—assignment will be posted in the course

**Schedule of Activities**

*Please see the course schedule posted in the course and attached at the end of the syllabus. Please refer carefully to the schedule and let me know your questions.*
Final Exam Schedule

In this course, the Final SLAP Final Project is required in lieu of a final exam. Please see the module in the Content Section of the course to help you plan and prepare this important assignment.

Course Policies

Email
Please use only UofM email accounts to send email messages to me. Do not use the eLearn email feature as my responses will bounce back and you will not get my messages. Please use only this email to contact me, K.Tuberville@memphis.edu

• Always include a subject line with course number.
• Remember without facial expressions some comments may be taken the wrong way. Be careful in wording your emails. Choose wording carefully for clarity, courtesy, and completeness.
• Use standard fonts.
• Do not send large attachments without permission.
• Special formatting such as centering, audio messages, tables, html, etc. should be avoided unless necessary to complete an assignment or other communication.
• Respect the privacy of other class members. Use group emails appropriately and avoid excessive “reply-all’s” when not helpful to others.

If I have not responded within 24 hours, I have not received your email. Please check the address and resend your message.

Do not send assignments by email unless I’ve told you to do so. Nothing sent by email will be graded. Email assignments cannot be tracked in eCourseware so I do not grade by email unless unusual circumstances exist. Being late with your assignment is not a reason to email me with your paper.

Attendance

To learn effectively in a face-to-face class, students should attend class and engage actively with the class lectures and activities. If you have 3 or less absences at the end of the semester, you will receive 5 points extra credit to your final points total.

Adding/Dropping

I hope that you will be very successful in this course. However, if you find that you do not have
the time to invest in an online course during this term, please refer to the Registrar’s website (opens in new window) for the last date to withdraw from the course.

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. Note that using a “Solutions Manual” is considered cheating. Should your professor have evidence that using a “Solutions Manual” has occurred, he/she may take steps as described on the campus’ Office of Student Accountability website (opens in new window). 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 new window).

COVID-19 Health and Safety Policy - Masks and Social Distancing

All students, faculty and staff will wear masks in all public spaces, including our classroom (lab) per the COVID-19 policy. The first time a student enters a classroom without wearing a face covering, the student will be asked to leave the class until they return a covering. Further violations will be referred to the Office of Student Accountability. Students who repeatedly or flagrantly violate these community expectations may be referred for discipline under the Student Code and, if appropriate, immediately removed from campus by the Dean of Students.

Student Health

Students who are experiencing symptoms such as sneezing, coughing or a higher than normal temperature should inform me by email so they can be excused from class and should stay home. Students should contact their health care provider or the Student Health Center at https://www.memphis.edu/health/. Students who have a positive COVID-19 test should contact the Dean of Students at deanofstudents@memphis.edu.

Student Accommodations

If and when we return to class, students seeking to remain remote for health or other serious reasons should discuss their options with me. Students with accessibility issues or with other learning accommodation needs due to a disability should contact Disability Resources for Students (DRS) to submit an official request for course accommodations. Contact DRS at 901.678.2880 or at drs@memphis.edu. (https://www.memphis.edu/drs/index.php)

Student Resources

Students who need additional resources can contact the Dean of Students Office at
Participation

To be successful in this course as a student, you must stay active and involved throughout the entire semester. Students are expected participate in all interactive aspects of the course. You should also regularly communicate with the instructor as part of your overall learning experience, check into the course frequently for announcements (usually on the course home page), and actively participate in threaded discussion events (both formal and informal). You should plan on logging into the course at least three times each week.

Classroom or Online Behavior

Leaders are learners and the participation in the course is important. Classroom courtesy should be extended by:

a) Arriving to class on time
b) Silencing cell phones and placing cell phones away unless they are required for a class activity
c) Listening to all perspectives in activities
d) Demonstrating respect for everyone in the class
e) Appropriate courtesy and “netiquette” should be followed in online discussions and email communications.
f) Appropriate courtesy and attention to class presentations and guest lecturer presentations.

Late Assignments

As a regular rule, I do not accept late assignments. If you have a major life issue such as severe illness, death in family, etc., please contact me individually. In the workplace, we’re not allowed to miss deadlines due to time management and this course is a preparation for that career transition.

Extra Credit

Extra credit options will be presented during the semester—these are at the discretion of the instructor and will be for activities that provide professional development. These will be announced through the course news page.

Reporting Illness or Absence

If you have an illness or family emergency that will impact your ability to participate in the class or submit an assignment on time, please contact the instructor. Legitimate emergencies will be reviewed on a case by case basis. Please contact the instructor as soon
as you are aware of an issue that will disrupt your work in the class.

**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](https://tigerext.com), 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. Additional information on [TigerText](https://tigerext.com).

**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.

**Course Format and Assignment Information**

**Quizzes**

There will be eleven online quizzes in the course. These are partially multiple choice and short answers. The content will be from the assigned readings, class lectures, course

**PowerPoint, and guest speakers. In-class Group Projects**

There are four in-class group projects. These projects will be distributed during the class on the assigned dates (check course schedule please). You will be in the same group as you will be with your discussion groups so you can engage with others. Each in-class group project will be different. For some, your group will be asked to do research for articles, some you will prepare a short PowerPoint in class, and others you will present the content of your project to the other groups. **These projects cannot be made up so check the dates and mark accordingly. Should the instructor determine that these dates should be modified, they will be announced in class.**

**These will be offered via the virtual classroom until further notice.**

**Reflection Papers**

During the course you will prepare one 5-page paper that discusses a particular topic from the course. The intent is for you to show your ability to apply the content to yourself in a
specific way. It is important to show knowledge of the material and to identify specific behaviors or ideas you will implement.

Critical thinking should be obvious in the explanation as to your choices or conclusions. Include at least two outside sources, other than your course texts. An internet search, e.g. Google Scholar http://scholar.google.com/schhp?hl=en&tab=ws would be a good way to incorporate other perspectives on the topic. The U of M Library also has a number of excellent databases, such as ProQuest and Ebschost, to help you. Librarians are also available to help you with your searches as well under, “Ask A Librarian.”

The course texts may be used in addition to your researched sources. You should cite and reference the texts as well as your outside sources. APA should be used throughout the semester.

You are to use 2 outside sources, **excluding your text, Self-Leadership & e-bundle Leadership, which is the primary text for the reflection papers.** Research scholarly articles! This factor is part of the assignment.

When you research outside sources, seek to find sources that have been published within the last 5 years. **Use scholarly journals for your sources — the goal is to learn more about what is published recently about leadership.** Wikipedia, blogs, and websites that are selling leadership materials are not scholarly sources. **Visit the U of M library online and look at some of the sources posted in the course to help you get started. Your research that you do is part of the learning process.**

You will submit your papers through the dropbox. Check the course schedule for due dates. Submission time for all reflection papers is 11:59 p.m. of the assignment due date.

Wikipedia cannot be used for the Reflection Papers, Discussion Posts, or the Final Project for sources. Leadership websites, though helpful and informative, cannot be used as your two primary outside sources. If you use them in addition to your two external sources, be sure to cite appropriately.

Your reflection papers and your discussion board assignments will alternate in due dates; you will not have both of these on assignments on the same week. Arranging the assignments in this way is designed to help you really focus on each assignment and prepare quality work. Review the syllabus, and the course schedule carefully each week for the assignments and due dates.

**Grading Criteria**

How will you be graded on the reflection papers? I will be evaluating these papers on demonstrated knowledge of the material, critical thinking/conclusions, potential for
personal impact, professionalism, writing quality, relevance to self-leadership, & appropriate references.

**Format:** APA, double-spaced, 1” margins all sides, Times New Roman font, 12 type size. Proof and spellcheck! Writing errors will count! Refer to the sample paper provided in the Getting Started section. See the APA resources in the Content section.

**Include a cover page with each assignment**—Name of student, course, name of assignment, date. See APA cover page format in the links provided, OWL has great sample paper examples with cover pages.

**Sample APA Paper**—Review the sample Reflection Papers carefully. Writing errors will count—apply what you learned in Business Communication (MGMT 3510) in terms of report writing, references and citations, and scholarly writing. There are outside sources to help you apply APA appropriately. These links are included in the sample APA paper.

**Supportive Sources:** As college seniors, you should be seeking strong sources for your reflection papers. Appropriate sources, properly cited and referenced per APA, will also be a grading component. Evaluate your sources carefully. Use the following points to evaluate your sources for each reflection paper and your final project:

- **Credible**—is your source credible? As a journal, is it a scholarly work? (Examples: The Journal of Management is a credible source, The Memphis Flier, for this purpose, is probably not a credible source).

- **Relevant**—does the source relate well to the weekly reading content?

- **Recent and Timely**—are my sources timely, written primarily within the last six years?

Remember, searching articles on the internet is much like going to the library. It takes some time to review the content and make sure that the article is right for your use. Allow time to seek appropriate articles. Keep a folder with the sources you use—they might be helpful for your final project.

**Grading Feedback**—I will be using Turnitin.com and will make comments directly on your papers. To view those comments, go to each respective dropbox and click on “Grademark.” From there, your paper should appear with blue “clouds.” Click on the blue clouds and you’ll see my notes.

Review this feedback and apply the notes to future assignments. If you do, you’ll probably notice an improvement in future papers.

**Final Project**

The criteria for the final project will be distributed in class and also posted in the course.
Your plan for Self-Leadership in Action Plan (SLAP) should demonstrate the following characteristics:

- **Introspective** - incorporated what you have learned about leadership and yourself into an action plan for the future. Demonstrating what you learned, even if you are a leader currently, is an important aspect of the paper.

- **Creative** – present your ideas cleverly and in an attention-getting manner. As a future leader, you have to be able to influence others so use this opportunity to develop your influence through your presentation.

Use APA properly for format and citations/references. Proof carefully for writing content and errors. Writing errors will count so review your paper carefully before you submit. See the sample paper provided as a guide for format and APA.

**Outline**—The outline will be posted in the Final Project Section of the course.

**Questions for The Instructor**

I want to hear from you about the following:

- Questions about the content
- Questions about how the course is working
- Problems you are encountering
- Technical issues with the course

*These questions should be directed first to the Discussion Forum entitled, “I Have A Question”. Other students may have your same question as this could help others as well.*

If you have a personal issue, please email me directly. I’m available for face-to-face meetings if you prefer that option. We will need to schedule a time that’s works for both of us.

**Student Services**

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

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

**Career Resources**

**FCBE Academic Internship Credit**: In FCBE, all majors offer an academic internship course option as a substitution for a required elective in a student’s major. To apply for academic
credit, students must obtain an internship highly related to their major, register prior to the start of their internship and have their internship approved by departmental internship faculty. To review the requirements for applying for academic credit, visit http://www.memphis.edu/professional/internships/academic_credit.php Students should allow approximately two weeks for the review and processing of an academic internship application through the Fogelman Internship Network.

**Complete Professional Program**

Students are encouraged to participate in the *Complete Professional Program* in preparation for internships and early entry talent jobs. To learn more about the *Complete Professional Program*, contact Professional@memphis.edu. Extra credit may be given for students who participate in this program
<table>
<thead>
<tr>
<th>Week 1</th>
<th>Date</th>
<th>Assignment</th>
<th>Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tuesday, Aug 18</td>
<td>Read: Chapter 1</td>
<td>Syllabi, Intro Assignment Guidelines, PowerPoint</td>
</tr>
<tr>
<td></td>
<td>Thursday, Aug 20</td>
<td><strong>Quiz #1 due Sunday by 11:59PM</strong></td>
<td>Guidelines posted in Content Module, Getting Started</td>
</tr>
<tr>
<td></td>
<td><strong>Week 2</strong></td>
<td>Read: Chapter 2</td>
<td>Syllabi, texts, and module 1, Reflection Paper Guidelines, APA Sources</td>
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<td></td>
<td>Tuesday, Aug 25</td>
<td><strong>In-class Group Project #1 – Aug 27</strong></td>
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<td>Thursday, Aug 27</td>
<td><strong>Introductory Assignment due Thurs, Aug 27, 11:59PM</strong></td>
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<td></td>
<td><strong>Quiz #2 due Sunday by 11:59PM</strong></td>
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<td></td>
<td><strong>Week 3</strong></td>
<td>Read: Chapter 3</td>
<td>Syllabi, Texts, Reflection Papers Guidelines</td>
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<td></td>
<td>Tuesday, Sept 1</td>
<td><strong>Team Project Requirements Review in class</strong></td>
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<td></td>
<td>Thursday, Sept 3</td>
<td><strong>Quiz #3 due Sunday by 11:59PM</strong></td>
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<td><strong>Week 4</strong></td>
<td>Read: Chapter 4</td>
<td>Same as above</td>
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<td></td>
<td>Tuesday, Sept 8</td>
<td><strong>In-class Group Project #2 – Sept 8</strong></td>
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<td></td>
<td>Thursday, Sept 10</td>
<td><strong>Quiz #4 due Sunday by 11:59PM</strong></td>
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<td><strong>Week 5</strong></td>
<td>Read: Chapter 5</td>
<td>Same as above</td>
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<td></td>
<td>Tuesday, Sept 15</td>
<td><strong>Reflection Paper #1, Thursday, Sept 17 by 11:59PM</strong></td>
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<td></td>
<td>Thursday, Sept 17</td>
<td><strong>Quiz #5 due Sunday by 11:59PM</strong></td>
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<tr>
<td>Week</td>
<td>Tuesday, Date</td>
<td>Thursday, Date</td>
<td>Read:</td>
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<td>Week 6</td>
<td>Sept 22</td>
<td>Sept 24</td>
<td>Chapter 6</td>
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<td></td>
<td><strong>Team Project Planning Well Underway, start as soon as you can!</strong></td>
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<td>Quiz #6 due Sunday by 11:59PM</td>
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<td>Week 7</td>
<td>Sept 29</td>
<td>Oct 1</td>
<td>Chapter 7</td>
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<td><strong>Team Project Planning and Development</strong></td>
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<td>In-class Group Project #3 – 10/1</td>
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<td>Quiz #7 due Sunday by 11:59PM</td>
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<td>Week 8</td>
<td>Oct 6</td>
<td>Oct 8</td>
<td>Chapter 8</td>
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<td>Quiz #8 due Sunday by 11:59PM</td>
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<tr>
<td>Week 9</td>
<td>Oct 13</td>
<td>Oct 15</td>
<td>Chapter 9</td>
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<td>In-class Group Project #4 – 10/15</td>
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<td>Quiz #9 due Sunday by 11:59PM</td>
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<tr>
<td>Week 10</td>
<td>Oct 20</td>
<td>Oct 22</td>
<td>Chapter 10</td>
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<td></td>
<td><strong>Team Projects should be finalizing</strong></td>
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<td></td>
<td>Quiz #9 due Sunday by 11:59PM</td>
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</tbody>
</table>
| Week 11 | Read: Chapter 11  
Team Presentations Begin, Northouse, Gender and Leadership  
Quiz #11 due Sunday by 11:59PM | Same as above, Final Project Guidelines |
| --- | --- | --- |
| Tuesday, Oct 27  
Thursday, Oct 29 | | |

| Week 12 | Read: Chapter 12  
Team Presentations Continue  
Career Projects Due | Same as above, Final Project Guidelines |
| --- | --- | --- |
| Tuesday, Nov 3  
Thursday, Nov 5 | | |

<table>
<thead>
<tr>
<th>Week 13</th>
<th>Review Progress on Final Project</th>
<th>Review Progress on Final Project – check recording quality and volume</th>
</tr>
</thead>
</table>
| Tuesday, Nov 10  
Thursday, Nov 12 | | |

<table>
<thead>
<tr>
<th>Week 14</th>
<th>Course Wrap – up</th>
<th>Submit your individual SLAP paper to the dropbox</th>
</tr>
</thead>
</table>
| Tuesday, Nov 17  
(last day of class) | | |