Course Syllabus  
MGMT 7135 Seminar in Leadership  
Fall 2020  
2.0 Credit Hours  
(Last updated: 8/8/2020)

INSTRUCTOR         Kurt Kraiger, Ph.D.  
OFFICE HOURS       Wed 7:00 – 9:00 PM or by appt.  
EMAIL              Kurt.Kraiger@memphis.edu  

OFFICE             202 FCB  
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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.

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:
- All course materials (schedule of activities, discussion questions, videos, etc.) are located on the ecourseware website.

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 Degree Learning Outcomes
To account for ambiguity in the status of on-campus courses, ensure the safety of participants, accommodate each student’s unique schedule, and maximize student learning, this course is designed to be exclusively or primarily online. The course can be completed entirely asynchronously (meaning the class will not meet at specific times). The foundations of this course are self-reflection and 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.

Instructor “office hours” correspond to the scheduled Meeting time for section 001. All meetings will be virtual. Students in that section are welcome but not required to attend. Students in Section M50 are welcome but not required to attend.

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. You should expect to invest 4-6 hours (on average) per week, including in-class time.
Students' 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.

<table>
<thead>
<tr>
<th>Course Activities</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module papers, related unit activities and discussion participation (3 @ 25 points each)</td>
<td>75</td>
</tr>
<tr>
<td>Final project</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
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</table>

Final Course Grades
Final course grades will be based upon the following point rubric:

<table>
<thead>
<tr>
<th>Points</th>
<th>Grade</th>
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<tbody>
<tr>
<td>92-100</td>
<td>A</td>
</tr>
<tr>
<td>84-91.9</td>
<td>B</td>
</tr>
<tr>
<td>75-83.9</td>
<td>C</td>
</tr>
<tr>
<td>65-74.9</td>
<td>D</td>
</tr>
<tr>
<td>&lt;65</td>
<td>F</td>
</tr>
</tbody>
</table>

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**: Boots on the ground – applying leader competencies to practical challenges, highlighted by managing inclusive organizations.
- **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 (...@memphis.edu). This helps ensure proper academic privacy of your communications with me in this course. However, if you need to contact me, it is best that you contact me through a direct email account (e.g., Outlook, Gmail), not through the courseware system. Like most people, I check my email 10+ times a day. I might go several days without logging into the courseware.

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.

6. The biggest challenge many students face is in the course is the timely completion of discussion posts. Please carefully review the section in this syllabus on expectations and commitment to online discussion.

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. The “required” number of responses vary by week, check the discussion assignment carefully. 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 (see below).

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.

Ensuring timely contributions.
What’s the big deal? Part of being an effective leader is being an effective team member. A big part of being an effective team member is working collaboratively with others. Invariably, some students in this class think of the discussion assignment as only something to earn points as efficiently as possible. How do they do that? They wait until shortly before the
discussion closes (usually 11:59 on Saturday night), make their original post, respond to two teammates, logoff. They get their points, but what’s wrong with that? No one in the group has the opportunity to respond, hurting their ability to learn and to receive points. Equally important, they are not maximizing their learning because they are not getting feedback on their thoughts. (Pro tip: The reflection papers actually require you to incorporate feedback from others, so it turns out hurting their grade anyhow.) Finally, it’s not demonstrating leadership. Making it hard for others to do their work is not effective leadership. (I had a student last semester tell he broke a Saturday night date with his wife to stay home and wait for someone to post so he could respond!)

**What’s the solution?**

- In Week 1, I will poll the class as to when you anticipate doing your work and postings. This does not require you to do this but allows me to group students with similar work schedules. *This is the single best intervention I’ve found.* If you’re a “I like to get my schoolwork out of the way” person, I’ll put you with others on a similar schedule. If you’re a “I only have time on Saturdays” or “I am a terrible procrastinator” I will put you with other people on the same schedule.
- In Week 2, all members in the group will complete and sign off on a group contract. This allows you to openly discuss your expectations for yourself and others and provides insight to you and me as to how to handle individuals who are not meeting their commitment.
- If all members of a group are available to meet on Wednesday, let me know. We will use the first half of the time for general class discussion, guest speakers, activities. I can then create a breakout room for you. **Record your discussion.** Upload the recording into Dropbox and I will use a recording of your discussion as evidence that you’ve all completed the discussion (first post + responses).
  Two cautions: This requires you to complete all readings, activities, etc. by Wednesday. Since you have to use feedback from teammates in your reflection papers, you will want to take notes during this process.
- Late initial postings will be penalized. Life happens, and if you are in a M-Th group and you won’t be able to post until Saturday, let your group know. However, if you do not inform them or are consistently posting late, there will be a penalty. If you are in a F-Sat group, it’s reasonable to expect that with material available Sunday at 12:01 AM, you can make an initial post by Saturday at noon. Postings after that will be penalized and posting Saturday evenings will be penalized further.

*Isn’t that a lot of effort to ensure timely posting?*

For most students in the past, and certainly for me, late postings are the single biggest source of frustration for the course. So, it’s an appropriate level of effort.

**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.

Attendance:
This 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.

Academic Integrity:
Plagiarism, cheating and other forms of academic dishonesty are prohibited. Students guilty of academic misconduct, either directly or indirectly, through participation or assistance, are immediately responsible to the instructor of the class in addition to other possible disciplinary sanctions which may be imposed through the regular institutional disciplinary procedures. If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the Fogelman College's Website on Academic Integrity.

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.

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.

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.

**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.

**Student Accommodations**
Students with accessibility issues or learning accommodation issues 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.

**Student Health**
Students who have a positive COVID-19 test should contact the Dean of Students at deanofstudents@memphis.edu.

**Student Resources**
Students who need additional resources can visit the Dean of Students Office website.