Managerial Leadership
MNGT-5670
S1 2021  Section BG  3 Credits  01/04/2021 to 03/05/2021  Modified 11/25/2020

Meeting Times

Lecture/Discussion
Monday, 6:00 PM to 10:00 PM, Via Zoom
Times are in EST.

Contact Information

Instructor: Dr. William R Powell

Phone: 618-531-5240,
(personal e-mail) usae9bill@hotmail.com,
(Webster e-mail) williampowell75@webster.edu

Description

Organizational leadership is the process of influencing other people to achieve organizational goals. This leadership course reviews and builds upon the basic knowledge of leadership provided in an introduction to organizational behavior course by expanding the scope and depth of the student’s knowledge of leadership theories, by providing practice in basic leadership skills, and by developing the student’s self-knowledge of his or her preferred leadership styles.

Requisites
None

Outcomes

Upon successful completion of this course, the student will be able to:

1. Define, discuss, and recognize important terminology, facts, concepts, principles, analytic techniques, and theories used in leadership.
2. Apply appropriate terminology, facts, concepts, principles, analytic techniques, and theories used in leadership when analyzing moderately complex factual situations involving problems requiring leadership.
3. Develop solutions to moderately complex factual situations involving problems requiring leadership using appropriate terminologies, facts, concepts, principles, analytic techniques, and theories relating to leadership.
4. Generate reasonable methods for implementing leadership activities needed to solve organizational problems.
5. Evaluate the quality of their proposed leadership activities against appropriate criteria used in leadership studies, including organizational constraints.
6. Identify and discuss the interrelationships among the concepts, principles, and theories taught in this leadership course.
7. Discuss the relevance and application of the concepts, principles, and theories taught in this leadership course to contemporary events.
Required Textbook

Leadership: Research, Findings, Practice and Skills

Author: Dubrin
Publisher: ITP
Edition: 9th
ISBN: 978-1337954532

Materials

Optional Recommended Texts:


SUPPLEMENTAL MATERIAL:

Student handouts will be provided for each class session that encompasses the specific learning outcomes for the course. Selected documents and/or articles that are relevant to lecture, discussion, or research activities may be provided or assigned throughout the term. A selected booklist may also be provided for optional outside reference.

Deliverables

Assignment #1 Paper

Assignment #1 will cover chapters 1, 2, 3, 4, 5, 8 & 9 and supplemental material. Students will provide a report comparing assigned chapters to other supplemental readings/books. The challenge for the paper is to compare/contrast the leadership approaches/theories from assigned chapters that you also observe in the supplemental readings. The value of the paper is 225 points. Use APA standards. The paper should be at least eight pages not including cover sheet and references and will have the following major headings.

- Abstract
- Traits, Approaches or Theories found (suggest subheadings for this area) contrasting the supplemental reading to the textbook
- Personal Application of Chapters Studied
- Conclusion (summary of what you covered above and learned about the subject matter)
- References

Reference Guidelines include:

Make certain that you cite references using APA format.

Refer to the Publication Manual of the American Psychological Association (6th ed.). Particular attention should be given to sections concerning reference citations, reference lists and general instructions for preparing the paper manuscript.

Purdue Owl APA (http://owl.english.purdue.edu/owl/resource/560/18/) is a highly recommended resource

Assignment #1 Presentation

Assignment #1 Oral Presentation should address the critical elements of your paper. The presentation should be approximately six to eight minutes in length with either slides or a handout to be provided to your fellow students to enable them to follow along with your presentation. The value of the presentation is 25 points.
Assignment #2 Paper

Assignment 2 will cover chapters 10, 11, 12, 13, 7 & 14. Students will provide a report comparing assigned chapters in the textbook, supplemental readings/books, and research articles. The challenge for the paper is to compare/contrast the leadership approaches/theories from assigned chapters that you also observe in the supplemental readings and articles. The value of the paper is 335 points. Use APA standards. The paper should be at least 10 pages not including cover sheet and references and will have the following major headings.

- Abstract
- Literature Review
- Traits, Approaches or Theories found (suggest subheadings for this area)
- Personal Application of Traits, Approaches or Theories found within your job or similar application
- Favorite Course Subject(s) (a B paper will have at least two articles and an A will have at least four articles)
- Least Favorite Course Trait, Approach or Theory
- Conclusion (summary concerning what you learned plus critical thinking on leadership as related to the course material and discussions.
- References

Reference Guidelines include:

Make certain that you cite references using APA format.

Refer to the Publication Manual of the American Psychological Association (6th ed.). Particular attention should be given to sections concerning reference citations, reference lists and general instructions for preparing the paper manuscript.

Purdue Owl APA (http://owl.english.purdue.edu/owl/resource/560/18/) is a highly recommended resource

Assignment #2 Presentation

Assignment #2 Oral Presentation should address the critical elements of your paper. The presentation should be approximately eight to ten minutes in length with either slides or a handout to be provided to your fellow students to enable them to follow along with your presentation. The value of the presentation is 25 points.

Week #3 Questions

Answer questions #1, 4 & 8 from Chapter 5 (page 172) and submit via Concourse.

Week #4 Questions

Answer questions #2 from Chapter 8 (page 271); and questions #2 & 4 Chapter 9 (page 303) and submit via Concourse.

Week #5 Questions

Answer questions #2 & 6 from Chapter 11 (pages 373-374) and submit via Concourse.

Week #6 Questions

Answer questions #1 & 8 from Chapter 12 (page 413) and submit via Concourse.

Week #7 Questions

Answer questions #1, 2 & 3 from Chapter 7 (page 242) for the Leadership Case Problem A; questions #1 & 2 from Chapter 14 (pages 478-479) for the Leadership Case Problem B and submit via Concourse.

✔️ Evaluation

Criteria
Students’ performance will be measured by points accumulated as a result of the following performance criteria:

Assignment 1 is valued at 250 points (Written Part 225 & Presentation 25)
Assignment 2 is valued at 360 points (Written Part 335 & Presentation 25)
Homework is valued at 210 points (30 each assignment)
Class participation is valued at 180 points (20 each class session)

Maximum allowable points = 1000 points

Grading Scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
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<tbody>
<tr>
<td>A</td>
<td>930 – 1000</td>
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<tr>
<td>A-</td>
<td>900 – 929</td>
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<tr>
<td>B+</td>
<td>870 – 899</td>
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<tr>
<td>B</td>
<td>830 – 869</td>
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<tr>
<td>B-</td>
<td>800 – 829</td>
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<td>C</td>
<td>700 – 799</td>
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Schedule

<table>
<thead>
<tr>
<th>When</th>
<th>Topic</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Lecture/Discussion</td>
<td>Introduction and Foundation Setting to Managerial Leadership</td>
<td>Chapter 1 – The Natural and Importance of Leadership Complete Chapter 1, Self-Assessment Quiz and Exercise and bring to first class APA Tips</td>
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<tr>
<td>Week #1</td>
<td>Chapter 1 – The Natural and Importance of Leadership Complete Chapter 1, Self-Assessment Quiz and Exercise and bring to first class APA Tips</td>
<td>Chapter 2 – Traits, Motives, and Characteristics of Leadership and Self-Assessment Quizzes Chapter 3 – Charismatic and Transformational Leadership and Self-Assessment Quizzes</td>
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<tr>
<td>01/04/2021 5:00 PM</td>
<td>Leadership Idiosyncrasies</td>
<td>Chapter 2 – Traits, Motives, and Characteristics of Leadership and Self-Assessment Quizzes Chapter 3 – Charismatic and Transformational Leadership and Self-Assessment Quizzes</td>
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<tr>
<td>01/11/2021 5:00 PM</td>
<td>Leadership Styles</td>
<td>Chapter 4 – Leadership Behaviors, Attitudes, and Styles and Self-Assessment Quizzes Chapter 5 – Contingency and Situational Leadership. Guidelines for Action and Skill Development (pg 172) questions 1, 4, and 8.</td>
</tr>
<tr>
<td>Classroom</td>
<td>01/18/2021 5:00 PM via Zoom Classroom</td>
<td>Chapter 4 – Leadership Behaviors, Attitudes, and Styles and Self-Assessment Quizzes Chapter 5 – Contingency and Situational Leadership. Guidelines for Action and Skill Development (pg 172) questions 1, 4, and 8.</td>
</tr>
<tr>
<td>Lecture/Discussion</td>
<td>Leadership Tactics &amp; Teamwork</td>
<td>1st Assignment Oral Presentations Due</td>
</tr>
<tr>
<td>Week #4</td>
<td>Chapter 8 – Influence Tactics of Leadership. Guidelines for Action and Skill Development (pg 271) question 2. Chapter 9 – Developing Teamwork. Guidelines for Action and Skill Development (pg 303) question 2 and 4.</td>
<td>1st Assignment Oral Presentations Due</td>
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<td>01/25/2021 5:00 PM</td>
<td>01/25/2021 5:00 PM via Zoom Classroom</td>
<td>1st Assignment Oral Presentations Due</td>
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<td>When</td>
<td>Topic</td>
<td>Notes</td>
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| Lecture/Discussion | Leadership Drivers                   | 1st Assignment Paper Due  
Chapter 10 – Motivation and Coaching Skills and Leadership  
Skill-Building Exercise 10-2.  
Chapter 11 – Creativity, Innovation, and Leadership and  
| Week #5            | 02/01/2021 5:00 PM - 9:00 PM          | via Zoom Classroom                                                    |
| Lecture/Discussion | Leadership Communication & Strategies| Chapter 12 – Communication and Conflict Resolution Skills and  
Self-Assessment Quizzes. Guidelines for Action and Skill Development (pg 413)  
questions 1 and 8.  
Chapter 13 – Strategic Leadership and Knowledge Management and Self-Assessment Quizzes |
| Week #6            | 02/08/2021 5:00 PM - 9:00 PM          | via Zoom Classroom                                                    |
| Lecture/Discussion | Nuances of Leadership                 | Chapter 7 – Power, Politics, and Leadership.  
Leadership Case Problem A (pg 242) questions 1, 2, and 3.  
Chapter 14 – International and Culturally Diverse Aspects of Leadership.  
Leadership Case Problem B (pg 478-479) questions 1 and 2 |
| Week #7            | 02/15/2021 5:00 PM - 9:00 PM          | via Zoom Classroom                                                    |
| Lecture/Discussion |                                      | 2nd Assignment Oral Presentations Due  
Course Wrap-Up                                                        |
| Week #8            | 02/22/2021 5:00 PM - 9:00 PM          | via Zoom Classroom                                                    |
| Lecture/Discussion |                                      | 2nd Assignment Paper Due                                              |
| Week #9            | 03/01/2021 5:00 PM - 9:00 PM          | via Zoom Classroom                                                    |

**Course Policies**

1. Attendance at all class sessions is expected.
2. Please be on time for all class sessions. Silence cell phones and pagers.
3. If you must be absent due to work obligations, submit TDY orders or an explanatory written statement from supervisor. If absence is due to personal reasons, consult with the instructor.
4. Complete all assigned readings prior to the relative class session.
5. If unable to take the assigned test when required, the student has the obligation to contact the instructor to determine a time to make up the test.
6. Late assignments will be accepted if prior arrangements have been made with the instructor but will be given reduced points based upon the number of class sessions it is late.

**Institutional Policies**

### Academic Policies

Academic policies provide students with important rights and responsibilities. Students are expected to familiarize themselves with all academic policies that apply to them. Academic policies for undergraduate students can be found in the Undergraduate Studies Catalog; graduate students should review the Graduate Studies Catalog.

[Undergraduate Studies Catalog](#)
The Undergraduate Studies Catalog contains academic policies that apply to all undergraduate students. The academic policies and information section of the catalog contains important information related to attendance, conduct, academic honesty, grades, and more. If you are an undergraduate student, please review the catalog each academic year. The current Undergraduate Studies Catalog is at:

http://www.webster.edu/catalog/current/undergraduate-catalog/

Graduate Studies Catalog

The Graduate Studies Catalog contains academic policies that apply to all graduate students. The academic policies section of the catalog contains important information related to conduct, academic honesty, grades, and more. If you are a graduate student, please review the catalog each academic year. The current Graduate Studies Catalog is at:

http://www.webster.edu/catalog/current/graduate-catalog/

Grading

The Grades section of the academic catalog outlines the various grading systems courses may use, including the information about the final grade reported for this class.

Undergraduate

http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html#grading

Graduate

http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html#grades

Incomplete

There are important policies that govern grades of Incomplete (I), including the circumstances under which Incomplete grades are granted, deadlines for completion, and consequences should the remaining course work not be completed. It is the responsibility of a student who requests an Incomplete to ensure that he/she understands and follows the policies.

Grade Appeals

Instructors are responsible for assigning grades, and student should discuss grade issues with the instructor. Policies and procedures for appealing grades are available in the appropriate catalog.

Academic Honesty Policy

Webster University is committed to academic excellence. As part of our Statement of Ethics, we strive to preserve academic honor and integrity by repudiating all forms of academic and intellectual dishonesty, including cheating, plagiarism and all other forms of academic dishonesty. Academic dishonesty is unacceptable and is subject to a disciplinary response. Students are encouraged to talk to instructors about any questions they may have regarding how to properly credit others’ work, including paraphrasing, quoting, and citation formatting. The university reserves the right to utilize electronic databases, such as Turnitin.com, to assist faculty and students with their academic work.

The University’s Academic Honesty Policy is published in academic catalogs:

Undergraduate

http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html

Graduate

http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html

As a part of the University commitment to academic excellence, the Academic Resource Center provides student resources to become better acquainted with academic honesty and the tools to prevent plagiarism in its many forms:
Statement of Ethics

Webster University strives to be a center of academic excellence. The University makes every effort to ensure the following:

- The opportunity for students to learn and inquire freely
- The protection of intellectual freedom and the rights of professors to teach
- The advancement of knowledge through scholarly pursuits and relevant dialogue

To review Webster University's statement of ethics, see the Undergraduate Studies Catalog and the Graduate and Studies Catalog:

*Undergraduate*
http://www.webster.edu/catalog/current/undergraduate-catalog/overview.html#ethics

*Graduate*
http://www.webster.edu/catalog/current/graduate-catalog/ethics.html

Contact Hours for this Course

It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, the content must be covered at another time.

Important Academic Resources

**Academic Accommodations**

Webster University makes every effort to accommodate individuals with academic/learning, health, physical and psychological disabilities. To obtain accommodations, students must identify themselves and provide documentation from a qualified professional or agency to the appropriate campus designee or the Academic ADA Coordinator at the main campus. The Academic ADA Coordinator may be reached at 314-246-7700 or disability@webster.edu.

If you have already identified as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor of the accommodations you will require for this class at the beginning of the course.

**Academic Resource Center**

Additional support and resources may be accessed through the Academic Resource Center (ARC). Support and resources include academic counseling, accommodations, assistive technology, peer tutoring, plagiarism prevention, testing center services, and writing coaching. Visit www.webster.edu/arc or Loretto Hall 40 on the main campus for more information.

**Student Success Portal**

Webster University’s Student Success Portal, powered by Starfish, is a communications tool to connect students with faculty members and campus support services. It allows faculty and staff members to communicate with you regarding academic achievements as well as areas where support may be helpful. You may use the portal to contact faculty and staff members for assistance and to arrange meetings. Activity in the portal will be communicated to your Webster University email account. The Student Success Portal is available via your course home page in WorldClassRoom or via Connections. Learn more about the Student Success Portal at http://www.webster.edu/success/students.html.

**University Library**

Webster University Library is dedicated to supporting the research needs and intellectual pursuits of students throughout the University’s worldwide network. Resources include print and electronic books, journal articles, online databases, DVDs and streaming video, CDs and streaming music, datasets, and other specialized information. Services include providing materials at no cost and research help for basic questions to in-depth exploration of resources. The gateway to all of these resources and services is http://library.webster.edu. For support navigating the library’s resources, see
Drops and Withdrawals

Drop and withdrawal policies dictate processes for students who wish to unenroll from a course. Students must take proactive steps to unenroll; informing the instructor is not sufficient, nor is failing to attend. In the early days of the term or semester, students may DROP a course with no notation on their student record. After the DROP deadline, students may WITHDRAW from a course; in the case of a WITHDRAW, a grade of W appears on the student record. After the WITHDRAW deadline, students may not unenroll from a course. Policies and a calendar of deadlines for DROP and WITHDRAW are at:

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/enrollment.html

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/enrollment.html

Academic Calendar - http://www.webster.edu/academics/academic-calendar/

Current tuition rates, policies, and procedures, including details of pro-rated tuition refunds, are available in the “Tuition, Fees, and Refunds” section of Webster’s Academic Catalogs:

Undergraduate
http://www.webster.edu/catalog/current/undergraduate-catalog/tuition.html

Graduate
http://www.webster.edu/catalog/current/graduate-catalog/tuition.html

Student Handbook and Other Important Policies

Student handbook and other non-academic policies may apply to you and may impact your experience in this class. Such policies include the student code of conduct, privacy, technology and communications, and more. Please review the handbook each year and be aware of policies that apply to you. The handbook is available at:

http://www.webster.edu/student-handbook/

Sexual Assault, Harassment, and Other Sexual Offenses

Webster University makes every effort to educate the community to prevent sexual assault, harassment, and other sexual offenses from occurring, and is committed to providing support to those affected when this behavior does occur. To access information and resources or to review the Policy on Sexual Assault, Harassment, and Other Sexual Offenses, visit:

http://www.webster.edu/sexual-misconduct/

Research on Human Subjects

The Webster University Institutional Review Committee (IRB) is responsible for the review of all research on human subjects. The IRB process applies to all Webster University faculty, staff, and students and must be completed prior to any contact with human subjects. For more information on the IRB, visit:

http://www.webster.edu/irb/index.html

Course Evaluations

At the end of this course, you will have the opportunity to provide feedback about your experience. Your input is extremely valuable to the university, your instructor, and the department that offers this course. Please provide your honest and thoughtful evaluation, as it helps the university to provide the best experience possible for all of its students.
Important Technology Information

Connections Accounts

Webster University provides all students, faculty, and staff with a University email account through Connections. Students are expected to activate their Connections account and regularly check incoming University email. Students may choose to have their University email forwarded to an alternate email address. Connections account holders can call the Help Desk (314-246-5995 or toll free at 1-866-435-7270) for assistance with this setup. Instructions are also provided on the Information Technology website at:

http://www.webster.edu/technology/service-desk/

WorldClassRoom

WorldClassRoom is Webster’s Learning Content Management System (LMS). Your instructor may use WorldClassRoom to deliver important information, to hold class activities, to communicate grades and feedback, and more. WorldClassRoom is available using your Connections ID at:

https://worldclassroom.webster.edu/

Webster Alerts

Webster Alerts is the University’s preferred emergency mass notification service, available free to current students, faculty and staff at all US campuses. By registering a valid cell phone number and email address, you will receive urgent campus text, voice mail and email communications. Valuable information concerning a range of incidents affecting you - from weather-related campus closures, class delays and cancellations, to more serious or life-threatening events - are immediately and simultaneously delivered through multiple communication channels. To register for Webster Alerts, visit:

http://www.webster.edu/technology/services/webster-alerts/