****

**BUAD 500**

**Managerial Leadership and Analysis**

**FALL I 2020**

**August 19 – October 8, 2020**

|  |  |
| --- | --- |
| Class Format: Online | Classroom: Online |
| Instructor: Dr. Lois Burns | Telephone: 502.822.0300 |
| Virtual Office Hours: by appointment | Email: lburns@unionky.edu |

**Course Description**

This course gives attention to understanding how leaders differ from managers, and the ways leaders set direction, seek alignment between organizations and followers, build relationships, and create changes. It examines research perspectives of leadership and explores the personal side of the leader to understand the leader as a relationship builder and a social architect.

Students will complete discussions, quizzes, and case analysis assignments on a weekly basis.

**Student Learning Outcomes**

At the end of this course, students will be able to:

* Recognize the traditional functions of management and the fundamental differences between leadership and management
* Outline personal traits and characteristics of effective leaders and recognize the differences between leadership behaviors
* Examine contingency approach and how leadership can be substituted
* Identify personality dimensions to understand how personality can influence leadership
* Understand how moral leaders enhance an ethical organizational culture
* Recognize what followers want from leaders and what leaders expect from followers
* Apply needs-based theories of motivation and understand how empowerment contributes to motivation
* Improve communication effectiveness and overcome communication challenges
* Understand how leaders formulate vision and implement strategy

|  |  |
| --- | --- |
| **Course Textbook** | |
| **Title:** | The Leadership Experience |
| **Edition:** | 7th |
| **Author:** | Daft, R. L. |
| **Copyright:** | 2018 |
| **Publisher:** | Cengage Learning |
| **ISBN 13:** | 978-1-337-10227-8 |

**Schedule**

The course calendar below outlines the topics covered in this course, along with the associated time frames, readings, activities, and assignments. All due dates reflect Eastern Standard Time (EST). Specifying the time zone ensures that all students have the same deadlines, regardless of where they reside. Students residing in a different time zone, please be aware of the time zone difference.

**Components**

*The* ***Managerial Leadership and Analysis*** course is made up of the numerous graded and ungraded activities listed here.

|  |  |  |
| --- | --- | --- |
| Weeks | Chapter Readings | Activities |
| Week 1 | Ch 1 What Does It Mean to Be a Leader?  Ch 2 Traits, Behaviors, and Relationships | Self-introduction  Discussion Question 1  Quiz 1  Assignment 1 |
| Week 2 | Ch 3 Contingency Approaches to Leadership  Ch 4 The Leader as an Individual | Discussion Question 2  Quiz 2  Assignment 2 |
| Week 3 | Ch 5 Leadership Mind and Emotion  Ch 6 Courage and Moral Leadership  Ch 7 Followership | Discussion Question 3  Quiz 3  Assignment 3 |
| Week 4 | Ch 8 Motivation and Empowerment  Ch 9 Leadership Communication | Discussion Question 4  Quiz 4  Assignment 4 |
| Week 5 | Ch 10 Leading Teams  Ch 11 Developing Leadership Diversity | Discussion Question 5  Quiz 5  Assignment 5 |
| Week 6 | Ch 12 Leadership Power and Influence  Ch 13 Creating Vision and Strategic Direction | Discussion Question 6  Quiz 6  Assignment 6 |
| Week 7 | Ch 14 Shaping Culture and Values  Ch 15 Leading Change | Discussion Question 7  Quiz 7  Assignment 7 |
| Week 8 | Short week!  Final Exam | Final Exam |

**Ungraded Activities**

* Reading Assignments
* Self-Assessments

**Grades**

The following table shows the graded assessment types contained within this course and the assigned weighting used to determine the final course grade.

|  |  |  |
| --- | --- | --- |
| **Graded Assessment Types** | **Points** | **Weights (%)** |
| Self-introduction | 30 | 3% |
| Discussion Questions | 210 (30 x 7) | 21% |
| Quizzes | 210 (30 x 7) | 21% |
| Writing Assignments | 350 (50 x 7) | 35% |
| Final Exam | 200 | 20% |
| Total | 1000 | 100% |

Letter grades for the course will be based on the following grading scale.

|  |  |  |  |
| --- | --- | --- | --- |
| Letter Grade | Percentage | Grade Point | Assessment |
| A | 90 - 100% | 4.0 | Accomplished |
| B | 80 - 89% | 3.0 | Satisfactory |
| C | 70 - 79% | 2.0 | Progressing |

**Retention and Progression Procedures & Policy:**

After students have been formally accepted into the Master’s Program at Union College, students must maintain a G.P.A. of 3.0 or above and receive no more than one grade of “C” in any of the required Master’s Program courses. When a student falls below the required G.P.A. and/or receives a grade of “C” in two or more classes, the student will be removed from the Master’s Program.

Should the student who has been removed from the Master’s Program wish to file a grievance, he/she must follow the guidelines as defined at the following link:

<https://www.unionky.edu/sites/default/files/public/downloads/pages/Student%20Handbook%20Fall%202017.pdf>

**Course Participation**

Unlike a traditional classroom-based course, you do not need to show up to class at a specific

time every day to earn your class participation grade in an asynchronous online course. Instead, you need to complete the online lesson presentations, assignments, and discussions by the due dates specified by your instructor. Although some of your activities will be ungraded, your instructor will keep track of whether you have completed them and will assign you a course participation grade based on your completion of these assignments.

**General Course Policies and Statements**

**Faculty Communication**

Under normal circumstances, a student can expect a response from me to an email, text or phone

message within 24 hours. **Note:** communications that are sent after 9:00 pm will not likely be seen until the next day. I am generally not online after 9:00 pm.

**Assignment/Activity Feedback**

I will strive to respond to assignments and activity submission the week they are assigned and usually within 48 hours.

**Email Statement**

The only authorized email address for academic, administrative, and co-curricular

communications between Union College and its students is through the <unionky.edu> e-mail system. Each student is responsible, for monitoring his/her Union College e-mail account frequently (preferably daily). You must use your UC e-mail account while in this course. If you have problems with accessing your e-mail account, contact the Help Desk at: [support@unionky.edu](mailto:support@unionky.edu) or extension 1650.

**uLearn Messenger**

The preferred method of communication with your professor is to use the uLearn Messenger. The uLearn messenger works like an email system, all messages sent within the system will be recorded, an email copy will also be sent to the instructor ensuring the instructor will see the message, Emails alone can get lost in transmission and easily ignored. You will receive an email notification when your professor replies to your message. Simply log back into uLearn to reply back to your instructor (Do not reply using your email as it will not be recorded). Please use this for all communications with your instructor. To access the messenger first click on your course, then click on “Participants” under the navigation block, then select your instructor, then click on the “Send a Message” text below the instructor’s profile picture.

**Students with Disability Accommodations**

Students with disabilities who require accommodations (academic adjustments and/or auxiliary aids or services) for this course should contact one of the following: the Director of Student Support Services, Sharp Academic Center, Room 3119, phone number (606) 546-1259 or the Education Retention Specialist, Sharp Academic Center, Room 3110, phone number (606) 546-1258. Students with disabilities should request accommodations prior to or early in the semester. Each request for accommodations will be examined on a case-by-case basis to determine eligibility. DO NOT request accommodations directly from the professor or instructor. Professors and/or instructors are NOT authorized to make reasonable accommodations.

**Copyright Statement**

Some of the materials posted to this course site are protected by copyright law. These materials

are only for the use of students enrolled in this course and only for the purposes of this course. They may not be further retained or disseminated.

**Emergencies or Interruption in Internet Service**

Prepare for unexpected problems and emergencies. Understand that problems and glitches do

occur in online learning, as they do in any learning environment. Have a back-up plan for completing course work, such as using the computers at a local library, in case your computer crashes or your service is interrupted. In addition, you are encouraged to save backup copies of any assignments posted online. Report any emergencies or interruption in service to your instructor who will determine whether assignment deadlines should be changed.

**Academic Course Policies and Statements**

**Course Availability**

Students will be able to access this course from the course start date through the end of the term. In compliance with the TEACH Act, students who complete the course will not be able to access the course uLearn site the course ends. Students are therefore encouraged to maintain personal records of any assignments, grade history, etc. that they wish to retain for future purposes.

**Student Participation and Attendance Requirements**

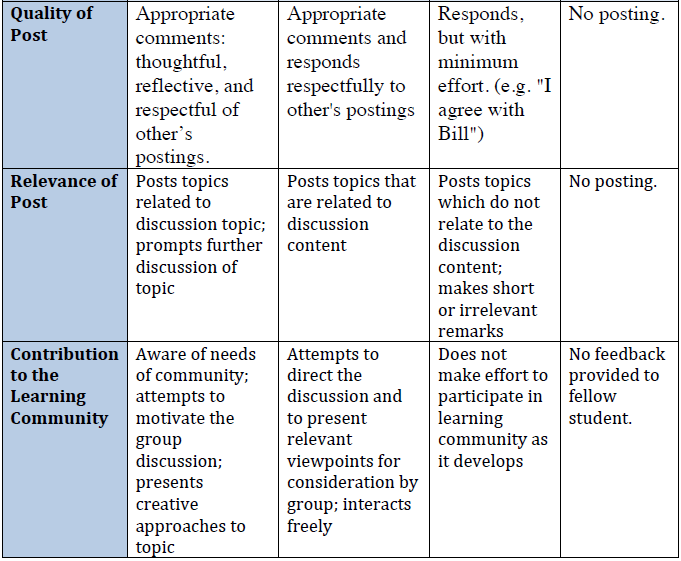
Documenting that a student has logged into an online class is not sufficient, by itself, to

demonstrate attendance. A student demonstrates attendance by submission of an academic assignment (such as an examination, written paper or project, discussion board post, or other academic event) or communication with the professor regarding academic content or an assignment. By the end of the second week (or first week for an eight-week sub-term or three days for an interim course) faculty are responsible for submitting to Financial Aid a list of students who have not attended class. Participation and attendance are determined by completion of online activities such as Reflective Question discussion forums, Individual Assignments, chapter quizzes, etc.

**Discussion Thread Rubric for the Division of Online and Graduate Studies at Union College 2017**

Participation is measured by posting on the required discussion threads each week. The initial response is due Thursday by 11:59PM ET. Responding to two other students for each threaded discussion is mandatory and due Sunday by 11:59PM ET.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Point Values: | 5 points | 3-4 points | 1-2 points | 0 points |



**Submitting Assignments**

All assignments, unless otherwise announced by the instructor, MUST be submitted via uLearn. Each assignment will have a designated place to submit the assignment. Each week starts at 12:01 AM (EST) Monday morning and ends at 11:59 (EST) Sunday night.

**Instruction for the Weekly Assignments**

In weekly assignments, you will be asked to write a 2~3 page paper on a short case study or selected topics that were explained in the chapter. Each assignment should be at least 2 pages long (font size 12, double-spaced). You must use scholarly sources: the textbook is required plus at least two additional scholarly sources to support your answer. Be sure to cite and reference according to APA format. Failure to do so will result in F as the final grade.

|  |  |
| --- | --- |
| **Rubric for Weekly Assignments** | **Point Allocation** |
| Each assignment is at least 2 pages (font size 12, double-spaced) | 10 |
| Answer includes associating concepts from the textbook and the answer to each question is right on track (exactly covers what the question is asking for) | 30 |
| Grammar and usage are correct and contribute to clarity. Punctuation is correct and paragraphing adds to organizational structure. | 10 |
| Total | 50 |

**Portfolio Statement**

Courses will be made available to students from the first business day prior to the start of a term until the end of the term. Students are not able to access the course once a term ends. Students are therefore encouraged to save copies of any course elements that they wish to keep, including assignments, instructor feedback, and grades. In the uLearn courses students are currently active in, students have the option to download or export their assignments and content to portfolio. This will allow students to have access to their assignments submitted in previous courses if they exported to portfolio while they have access to the course. Courses will be made available to students from the first business day prior to the start of a term until the end of the term. Students are not able to access the course once a term ends. Students are therefore encouraged to save copies of any course elements that they wish to keep, including assignments, instructor feedback, and grades. In the uLearn courses students are currently active in, students have the option to download or export their assignments and content to portfolio. This will allow students to have access to their assignments submitted in previous courses if they exported to portfolio while they have access to the course.

**Academic Honesty and Integrity**

Complete honesty is expected for all academic endeavors completed under the auspices of the

uLearn Learning Management System at Union College. This expectation is consistent with Union College Student Handbook, Union College Catalog, and generally accepted protocol in higher education. Students who complete academic courses through uLearn must not participate in any form of cheating, plagiarism or other forms of academic dishonesty. Plagiarism is using someone else's words or ideas and trying to pass them off as one's own without properly crediting the original source. Within academia plagiarism is viewed as a form of cheating and academic dishonesty. Fooling a reader into believing that certain written material is original when in fact it is not, is a matter of deceit. Plagiarism is a serious and punishable academic offense when the goal is to obtain some sort of personal academic credit or personal recognition. They are also not to encourage or condone such behavior in others by permitting it and/or allowing it to go unreported. Submitted academic work in a course is intended to be the student's original work. Any additional information submitted that is not the student's own work must be properly cited so that it is recognized and due credit can be given to the original source of the information. Academic dishonesty is a serious violation of morality and of academic integrity. This unethical behavior will at minimum initiate a rebuke and warning from the course facilitator and possibly include the penalty of failing the assignment. Failure to correct this behavior will necessitate reporting of these matters to the Union College Academic Dean. Beyond this, more stringent measures may be invoked if and as needed, including a failing grade for the course where violations have occurred and possibly dismissal from Union College.

**Late Assignment Policy**

All work, including lesson activities, module assignments, exams and quizzes, is to be

completed and turned in by the due date published on module information page. Late work will not be accepted without the following penalties.

1. **One to Three days late will earn a 30% reduction in grade**
2. **Four to Six days late will earn a 60% reduction in grade**
3. **Seven days late or more will earn a grade of Zero.**

If you believe you have a reasonable excuse for the late submission of your work, PRIOR TO THE DUE DATE OF THAT COURSEWORK you are to send me an email explaining the circumstances of your late submission and why I should grant an extended grace period.

**Forum Policies**

**Purpose** - The purpose of the forum is to generate discussion between and among all of the

course participants. The primary goal of the forum is to promote increased learning among all of the participants. We can certainly learn something from each person who is taking the course, as well as the course instructor. By participating in the forum, you will teach others some things as well as learn some things from them. Besides learning, another significant reason for having the forum is to build a sense of community among the course participants. We all need to learn to respect one another, even if we totally disagree with their opinions and beliefs. By learning in this way, we are able to express the Christian graces to those with whom we disagree. We will also be indebted to others because we will learn and understand things from them that help crystallize what we believe and positions that we either hold or are in the process of adopting as our own. It can be very exciting to share the path to learning and knowledge with others that are interested in discussing the same things.

**Policies** - The forum is to be conducted in a respectful and professional manner by all participants. All postings and comments need to be honest and accurate, but also positive and gracious. Remember that once a message is posted it is a matter of public record, so caution must be taken before posting the message. Be sure to abide by all the courtesies of email and 'netiquette. To avoid personal embarrassment be sure to check your spelling and grammar usages well as the content of your forum responses and postings.

**Requirements** - forum participation is required and evaluated qualitatively. The student should not guess at a response to a Forum learning event. Responses should be prepared based upon readings and the research that is required to respond effectively. Keep in mind that participation is two-fold: posting of new topics as well as responding to topics posted by classmates and/or the instructor. Responses to other students MUST contain additional learning and/or learning from relevant work experiences. “I agree” statements and “Great response” type comments do not contribute to your grade.

**Technology Requirements and Expectations**

Students enrolling in this course are expected to have a sufficient level of technical literacy

necessary to meet the course requirements, as well as a stable and reliable means of accessing and participating in the course electronically. Students are responsible for submitting assignments on time, irrespective of any limitation on the part of the student’s technical ability, equipment, or Internet connection.

**Technical literacy**

At minimum, students should:

* Have an understanding of basic computer usage (creating folders/directories, switching between programs, formatting and backing up media, accessing the Internet).
* Be able to use a word processing program such as Microsoft Word to create, edit, save, and retrieve documents.
* Be able to use a Web browser to open Web pages, open PDF files, manage a list of Web pages (bookmarks/favorites), post to blogs and/or discussion boards, participate in chats, and search the Internet.
* Be able to use an email program to send, receive, store, and retrieve messages.
* Be able to download and install programs from the Internet.

**Hardware**

Any modern computing device (PC, tablet, phone, etc.) capable of sufficiently running an

internet browser and office productivity suite. Headphones, microphone and Webcam are recommended for communication.

**Browser**

Any standards-supporting browser released in recent years is supported.

**Software**

* Microsoft Office 365 is available free of charge to all Union students through the Student

Advantage Program. [**Click here for step-by-step instructions**](https://ulearn.unionky.edu/pluginfile.php/145606/mod_book/chapter/13924/O365_Office_PRO.pdf)**.** If you have difficulty, please contact Union College Technology Support Desk.

* Acrobat Reader (Adobe, FoxIt, etc.)
* Macromedia Flash Player

**Reliable, fast, and stable connection to the Internet**

Broadband connection, such as DSL, Cable, or 3/4G is preferred. Dial-up or mobile connections

may suffice to access some assignments, but are not as reliable and are not recommended when taking exams or quizzes online or engaging in assignments or activities that require streaming (such as audio/video applications and teleconferencing).

**"Netiquette" Expectations**

“Netiquette” is online etiquette. Participants in online courses should be aware of proper online

behavior in an educational setting. Here are some general guidelines:

* Use language appropriate for an educational environment. Avoid vernacular and/or slang language.
* Do not dominate discussions. Give others the opportunity to join in.
* Do not use offensive language.
* Be aware of conventions of Internet communication. For example, do not capitalize all letters since this suggests shouting.
* Popular emoticons such as  or  can help to convey your tone. The textboxes in uLearn offer a variety of other facial expressions for indicating more nuanced emotions. However, don’t overuse these tools. The same may be said of popular abbreviations (OMG, LOL, etc.). They can be useful in conveying sentiment, but keep in mind that some people may not understand what they mean.
* Using humor is acceptable, but be careful. Without the benefit of tone of voice, facial expressions, and gestures, light-hearted humor can sometimes be interpreted as sarcasm.
* Never make fun of someone’s ability to read or write.
* Share tips with other participants.
* Keep an open mind when reacting to the thoughts of others. Remember that Union College values diversity and encourages free and open discourse. Be tolerant of differences while engaging in online discussions, and express disagreement respectfully.
* Be willing to express your opinions, even if they are minority opinions.
* Think and edit before you push the “Submit” button.

See the Union College Acceptable Use Policy for more information on the use of College computers and Internet Service: [http://www.unionky.edu/departments/technology/technology-](http://www.unionky.edu/departments/technology/technology-policies/acceptable-use-policy-code-computing-communications) [policies/acceptable-use-policy-code-computing-communications](http://www.unionky.edu/departments/technology/technology-policies/acceptable-use-policy-code-computing-communications).