

GENERAL INFORMATION

PROFESSOR INFORMATION



Instructor: Prof. Jaime M. Franco, PhD, MBA, MPH

Mobile: 305 934 7634

Office Hours: By Appointment

Communication Method: Please email or text me

E-mail: francoj@fiu.edu

COURSE DESCRIPTION AND PURPOSE

Leadership is the most fundamental characteristic of ANY organization. The quality of leadership is often the single feature which demarcates success from failure. Leaders affect organizational performance through their ability to inspire and stimulate others to achieve worthwhile goals. This course seeks to develop an understanding of how the leadership function contributes to the strategic management of people and organizations within a global environment. It equips students with skills to lead subordinates, peers, and upper level executives. It demonstrates how effective leaders focus on the transformation of employees through which transformation of the organization can occur. Several assignments will be completed in groups while others will be done individually. Communication will take place primarily via email and text messages. The professor will also use email for general announcements.

COURSE OBJECTIVES

Students will be able to:

- Identify what leaders do and how they do it.
- Distinguish how leaders lead down, up, and across organizations.
- Classify different types of leadership styles and their effectiveness.
- Evaluate the leadership of global organizations.
- Analyze the role of leadership in organizational ethics.
- Examine and critically evaluate different leadership styles and their effectiveness.
- Formulate a methodology to learn about your own personal leadership skills.
- Prepare a go-forward plan to improve your overall leadership skills.

MAJOR & CURRICULUM OBJECTIVES TARGETED

The firm's top leadership has direct responsibility for choosing strategies that will lead to superior performance and provide competitive advantage. Strategic leadership focuses on effectively managing the company's strategy-making process through selecting and then implementing a set of chosen strategies.

The course focuses on developing the strategic leadership skills necessary to initiate, implement, and manage change within the firm. It introduces students to a variety of leadership styles, where each student will develop a

portfolio of his or her own leadership behaviors and pinpoint the knowledge and skills necessary to improve their own leadership talents to become an effective leader.

TEACHING METHODOLOGY

This is a traditional in person classroom-based course in which all of the instructional materials and activities are delivered face-to-face. Should you have any questions, please contact the professor.

IMPORTANT INFORMATION

POLICIES

Please review the [FIU's Policies](#) webpage. The policies webpage contains essential information regarding guidelines relevant to all courses at FIU, as well as additional information about acceptable netiquette for online courses.

TECHNICAL REQUIREMENTS & SKILLS

One of the greatest barriers to successfully completing a university level course is a lack of basic computer literacy. By computer literacy we mean being able to manage and organize computer files efficiently, and learning to use your computer's operating system and software quickly and easily. Keep in mind that this is not a computer literacy course; but students enrolled in this course are expected to have moderate proficiency using a computer. Please go to the "[What's Required](#)" webpage to find out more information on this subject.

Please visit our [Technical Requirements](#) webpage for additional information.

ACCESSIBILITY AND ACCOMMODATION

Please visit our [ADA Compliance](#) webpage for information about accessibility involving the tools used in this course.

Please visit [Blackboard's Commitment Accessibility](#) webpage for more information.

For additional assistance please contact FIU's [Disability Resource Center](#).

ACADEMIC MISCONDUCT STATEMENT

Florida International University is a community dedicated to generating and imparting knowledge through excellent teaching and research, the rigorous and respectful exchange of ideas and community service. All students should respect the right of others to have an equitable opportunity to learn and to demonstrate the quality of their learning. Therefore, all students are expected to adhere to a standard of academic conduct, which demonstrates respect for themselves, their fellow students, and the educational mission of the University. All students are deemed by the University to understand that if they are found responsible for academic misconduct, they will be subject to the Academic Misconduct procedures and sanctions, as outlined in the Student Handbook.

Academic Misconduct includes: **Cheating** – The unauthorized use of books, notes, aids, electronic sources; or assistance from another person with respect to examinations, course assignments, field service reports, class recitations; or the unauthorized possession of examination papers or course materials, whether originally authorized or not. **Plagiarism** – The use and appropriation of another's work without any indication of the source and the representation of such work as the student's own. Any student who fails to give credit for ideas, expressions or materials taken from another source, including internet sources, is responsible for plagiarism.

Learn more about the [academic integrity policies and procedures](#) as well as [student resources](#) that can help you prepare for a successful semester.

COURSE PREREQUISITES

There are no prerequisites for this course.

TEXTBOOK



Bundle: Leadership: Research Findings, Practice, and Skills, 8th + MindTap Management, 1 term (6 months) Access Code

Andrew J. DuBrin

Cengage, 8th Edition, 2015

ISBN-10: 1285866363

ISBN-13: 9781285866369

You may purchase your textbook online at the [FIU Bookstore](#).

Required Article Readings (available in the course)

1. Upper Echelon Theory
2. What Makes a Leader
3. Transformational Leadership
4. Leadership Styles
5. What's a Business For
6. Ethical Leader's Decision Tree
7. Power Play
8. Power Map
9. Collaborative Teams
10. Problem Solving
11. How to Pick a Good Fight
12. Learning to Learn
13. Strategic Leadership Tools
14. Global Leadership Competencies
15. Global Mindset
16. Making it Overseas

GROUP WORK

A significant portion of the work is conducted in groups and each member is expected to contribute their share of time, knowledge, and effort towards the assignment. Members not carrying their fair share will be removed from the group (at the group's request) and will be required to complete the entire assignment individually. Group members will rate your contribution in a confidential peer survey and the results of this survey will contribute towards your grade in this class.

COURSE DETAIL

COURSE COMMUNICATION

Communication in this course will take place via **email and text messages**.

Visit our [Writing Resources](#) webpage for more information on professional writing and technical communication skills.

QUIZZES

There will be no quizzes in this course.

FINAL EXAM

There will be no final exam in this course.

GRADING

Letter	Range (%)	Letter	Range (%)	Letter	Range (%)
A	95 or above	B-	80 - 82	F	59 or less
A-	90 - 94	C+	77 - 79		
B+	87 - 89	C	70 - 76		
B	83 - 86	D	60 - 69		

ASSIGNMENT WEIGHTS

Course Requirements	Weight
Team Project: Paper	20%
Team Project: Presentation	20%
Class Participation (e.g., readings, class discussions, self-assessments, etc.)	20%
Leadership Philosophy	10%
Leadership Development Plan	10%
Personal Branding Strategy	10%
Coat of Arms	5%
Values Clarification Essay	5%
TOTAL	100%

STUDENT PERFORMANCE EXPECTATIONS

Attendance: regular attendance of class is highly recommended. It will be to your advantage to attend class on a regular basis because information from lectures and class discussions will be included in assignments and because class discussion/participation will account for 20% of your final grade.

Other policies: In an effort to be as explicit as possible and avoid future misunderstanding, if you remain in the course, I shall assume that you accept the following basic rules and regulations:

1. There will be no provision for “extra credit” work to improve grades except approved volunteering.
2. No “incomplete” grades will be given for reasons other than well-documented medical emergencies, personal tragedy, and unavoidable conflicts with exams.
3. No “withdrawal” from the course will be granted beyond the official FIU deadline established by the University for the semester, even if that deadline may fall well before the first exam.
4. University deadlines and regulations will be strictly adhered to in any area of contention or conflict.

COURSE CALENDAR

WEEKLY SCHEDULE

Week	Topic	Readings	Deliverables
Week 1	• The Nature and Importance of Leadership	• Chapter 1	• Review syllabus • Introductions • Values Clarification • Coat of Arms • Leadership Philosophy
	• Traits, Motives, and Characteristics of Leaders	• Chapter 2	
	• Charismatic and Transformational Leadership	• Chapter 3	

Week 2	<ul style="list-style-type: none"> • Leadership Behaviors, Attitudes, and Styles 	<ul style="list-style-type: none"> • Chapter 4 	
	<ul style="list-style-type: none"> • Contingency and Situational Leadership 	<ul style="list-style-type: none"> • Chapter 5 • Chapter 6 	<ul style="list-style-type: none"> • Leadership Development Plan • Personal Branding Strategy
Week 3	<ul style="list-style-type: none"> • Leadership Ethics and Social Responsibility 		
	<ul style="list-style-type: none"> • Power, Politics, and Leadership 	<ul style="list-style-type: none"> • Chapter 7 	
Week 4	<ul style="list-style-type: none"> • Influence Tactics of Leaders 	<ul style="list-style-type: none"> • Chapter 8 	<ul style="list-style-type: none"> • Implicit Association Test (IAT)
	<ul style="list-style-type: none"> • Developing Teamwork 	<ul style="list-style-type: none"> • Chapter 9 	
Week 5	<ul style="list-style-type: none"> • Motivation and Coaching Skills 	<ul style="list-style-type: none"> • Chapter 10 	
	<ul style="list-style-type: none"> • Creativity, Innovation, and Leadership 	<ul style="list-style-type: none"> • Chapter 11 	
Week 6	<ul style="list-style-type: none"> • Communication and Conflict Resolution Skills 	<ul style="list-style-type: none"> • Chapter 12 	
Week 7	<ul style="list-style-type: none"> • Strategic Leadership and Knowledge Management 	<ul style="list-style-type: none"> • Chapter 13 	<ul style="list-style-type: none"> • Leadership Paper and Presentation
	<ul style="list-style-type: none"> • International and Culturally Diverse Aspects of Leadership 	<ul style="list-style-type: none"> • Chapter 14 	
Week 8	<ul style="list-style-type: none"> • Leadership Development and Succession 	<ul style="list-style-type: none"> • Chapter 15 	