

MGMT 5533
LEADERSHIP DYNAMICS

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REQUIRED MATERIALS:

1. Northouse, Leadership Theory and Practice, 7th Edition.

E-book version: <https://www.vitalsource.com/products/interactive-leadership-theory-and-practice-peter-g-northouse-v9781506305967>

2. Case Packet <http://cb.hbsp.harvard.edu/cbmp/access/77639908>

COMMUNICATION: Students are required to check their e-mail address linked to oc.okstate.edu. We cannot change where that e-mail goes. Only the student can. STUDENTS MUST check this e-mail daily. Failure to receive class e-mails is not an excuse for missed deadlines.

INSTRUCTOR RESPONSE: The TA or instructor will respond to student inquiries within 24 hours during Monday-Friday business hours. Students will expect grades for assignments to be posted to the online gradebook within one week of turning in the assignment.

COURSE OBJECTIVES: From a course material perspective, the objective is to help you better *understand what makes an effective leader*, how leadership plays a role in our daily lives and what it means to lead others. From a student perspective, the objective is to understand yourself, your views on leadership, your leadership experiences, and how *you can be an effective leader*. We will learn through multiple formats including video lectures, online discussions and chats, web video updates, etc. The material covered will be relevant to you, regardless of your career objectives. In all likelihood, you will either be a leader in any occupation you choose. In the final analysis, we are all leaders of our own lives and can benefit by studying to be better leaders. One aspect of leadership is being self-reliant and self-motivated. This is something the student should practice in this class (see Self Leadership below).

Course Objective	Program Learning Goal
Students should be able to lead themselves, subordinates & team members	• Teamwork & Leadership
Students will be able to understand of the theories and practices of great leaders.	• Teamwork & Leadership • Business knowledge and competency
Students will be able to make ethical leadership decisions when faced with gray information in difficult situations.	• Teamwork & Leadership • Ethical decision making
Students will be able to process situational and interpersonal information to make decisions that are best for their organization, team and self.	• Decision Analyses • Critical Thinking
Students should be able to orally present and defend their ideas in a manner that is organized, concise, and effective.	• Professional communication • Written communication

COURSE REQUIREMENTS:

TWO EXAMS @ 100 PTS.	200
WEEKLY QUIZZES	100
CAREER MANIFESTO @ 100 PTS.	100
8 DISCUSSION POSTS	100
4 OF 12 LIVE CHATS WITH	100
GROUP CASES	100
PARTICIPATION SURVEYS	100

CLASS GRADING SCALE:

89.5%-100%:	A
79.5%-89.49%:	B
69.5%-79.49%:	C
59.5%-69.49%:	D
0%-59.4%:	F

WEEKLY Quizzes: Each week there will be 1-2 quizzes (2 quizzes week 1 & 2) that the student MUST take BEFORE they can access the notes or lecture videos. These quizzes are not difficult IF you have read the weekly materials. The first quiz is over the syllabus. These should be easy, dare I say bonus, points.

Exams: There will be two (2) multiple choice exams. The exams are 45-50 questions each. **EXAM DUE DATES LISTED ON THE SCHEDULE BELOW.**

WEEKLY LECTURE Discussion Postings: We will use weekly discussion postings to share ideas about the lectures and readings. There are no *right* or *wrong* answers here. But, each student will be expected to **post a substantive response to the discussion question AND respond to another student's post each week. So each student will write TWO posts per week in this discussion forum.**

Here are some guidelines for communication within this course:

- REFRAIN FROM USING ALL CAPS. It is considered SHOUTING when communicating online.

- Do not post or forward offensive or racially insensitive jokes or comments.
- Be careful with humor and sarcasm.
- Don't respond to personal attacks: Contact the instructor for action and referral.
- Always add in the subject line a concise statement describing the email or discussion post.
- Respect others' opinions. If you disagree with what another has said, post your thoughts in an objective, respectful manner. Do not make remarks that can be taken personally.
- Reflect upon the text you have entered before posting.
- Keep the discussion within the scope of the course material.
- Communication should be grammatically correct. Adhere to correct sentence structure, grammar, and spelling conventions. Proofread for errors before posting a message.
- Before you respond to a threaded message, read all the messages related to that message that have been previously posted.
- Send out an email to a group using the blind carbon copy field – BCC does not allow your recipients to view who was sent the email.

Live Chat with Dr. Bowler: Each week I will be available online for a 30 minute live chat session. Students need to **participate** in **AT LEAST 5** of the 12 live chat sessions, but are encouraged to attend as many sessions as desired. Chat sessions will occur on Tuesdays at 12pm (CST). At least four (4) additional chat sessions will be at 10pm to accommodate those that are unable to attend four daytime sessions. Students must actively participate during chat sessions to receive credit. Simply entering the chat will not earn points. Additionally students who only give short answers and do not actively interact with the chat moderator and/or students will also not earn full, and possibly partial credit. See the schedule below for live chat session times.

Career Manifesto: Leaders need vision and they need to understand their values. The purpose of this assignment is for you to discuss your personal and professional values, goals, and expectations. I expect you to clearly discuss what you plan to accomplish in your life and how you plan to reach your objectives. You need to present to me your objectives and the steps you will take to attain your goals. I am interested in both the personal and professional objectives and how you will “balance” these different areas of your life. If you are “clueless” about your future plans, then write about why this is the case. You should at least be able to tell me what is important to you and in what direction you are headed, even if the end point is unclear to you. **Two pages (single-spaced, 12 point font, 1” Margins)** is the length for this assignment. **All files should be .doc, .docx or .pdf format.**

Self Leadership: Please practice self-leadership by being self-reliant and self-motivated. All assignment due dates and scheduled material is listed below. Use the check boxes on the schedule to keep track of your progress. Please ask course related questions not addressed in the syllabus, but please make sure question(s) have not been answered in the syllabus, through emails addressed to the entire course, and via discussion post on D2L.

Communication: Please send a new email when asking a question or addressing an issue to the professor or TA. Emails sent via a response to course wide email tend to get automatically sorted to junk and are not seen. Please ask and answer general course questions on the discussion post areas in D2L. Most emails and discussion questions will be addressed within 24-48 hours.

Grades: Career Manifesto, discussion post and Live Chat grades take on average 1 week from the time assignment is due. Quizzes and Exams are graded automatically and will be available via the grades tab on D2L.

Important Dates and OSU Policies

Syllabus Attachment available at online.okstate.edu

Academic Integrity

As a reminder, the University has a policy on academic honesty. You are expected to abide by the procedures set forth in the document. For more information, please go to: <http://academicintegrity.okstate.edu/>

Accessibility

Any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact the instructor as soon as possible, so we can discuss accommodations necessary to ensure full participation and facilitate your educational opportunity. For more information about OSU Student Disability Services, please go to: <http://www.okstate.edu/ucs/stdis/>

Case Analyses (from HBR cases): In groups, you will prepare a **4-5 page (double-spaced, one inch margin, 12 point, Times New Roman)** analysis for three (3) cases. **Do NOT summarize the case.** I have read them. Your focus should be to describe next steps and improvement plans to carry the case further. How could you fix the problems in the case? How would you implement your plans? What are some potential outcomes of your plans? Are there any potential pitfalls? Etc. Each team member is required to participate in each analysis. At the end of the semester there will be a peer evaluation. I know that many of you will be tempted to “rotate” the responsibility for writing the responses among your team members (i.e., one person does case 1, another 2, etc.). While I cannot stop you from doing this, I caution you that this practice will lead to sub-optimal performance. The cases are TEAM assignments and my experience is that teams that work on the cases jointly create more innovative, thorough, and higher scoring responses. You may want to rotate the leadership for compiling your responses but each team member should provide ideas towards the finished project. **All files**

should be .doc, .docx or .pdf format. Example cases and articles are provided on D2L and via email, please read these before attempting your analysis. Case names list in schedule below: RL Wolf, Big Shoes to Fill, Thomas Green

The professor reserves the right to add to or delete from this schedule, as changes may be necessary to accommodate time constraints. Any changes will be communicated with students during classes or via the online course. All times CST.

Topical Course Outline and Schedule (all times Central)				
Week	Topic	Material	DUE DATE	
Week 1 3/5-3/20	Introduction to Leadership	N1		
	Trait Approach	N2		
	Live Chat with Dr. Bowler on Getting Started			3/13, 12&10pm
	Syllabus Quiz & Week 1 Text Quiz			3/20, 11:59pm
	Trait Survey			3/20, 11:59pm
	Weekly Discussion Posting over the Trait Approach			3/20, 11:59pm
Week 2 3/19-3/27	Skills Approach	N3		
	Behavioral/Style Approach	N4		
	Live Chat			3/20, 12&10pm
	Week 2 Text Quiz			3/27 11:59pm
	Survey & Weekly Discussion Posting			
Week 3 3/26-4/3	Situational Approach	N5		
	Path-Goal and Contingency Theory	N6 & Suppl		
	Survey & Weekly Discussion Posting			4/3, 11:59pm
	Live Chat			3/27, 12&10pm
	Week 3 Text Quiz			4/3, 11:59pm
	Case 1 RL Wolf			4/3, 11:59pm
Week 4 4/2-4/10	Leader-Member Exchange Theory	N7		
	Transformational Leadership	N8		
	Live Chat			4/3, 12pm
	Weekly Discussion Posting			4/10, 11:59pm
	Week 4 Text Quiz			4/10, 11:59pm
	CAREER MANIFESTO	Paper		4/10, 11:59pm
	EXAM I	N1-8 & Supplement		4/2 to 4/10 @ 11:59pm
Week 5 4/9-4/17	Authentic Leadership	N9		
	Servant Leadership	N10		
	Live Chat about Class Topics			4/9, 12pm
	Week 5 Text Quiz			4/17, 11:59pm
	Survey & Weekly Discussion Posting			4/17, 11:59pm
	Case 2 Big Shoes to Fill			4/17, 11:59pm
Week 6 4/16-4/24	Adaptive Leadership	N11		
	Psychodynamic Leadership	N12		
	Live Chat			4/17, 12pm
	Survey & Weekly Discussion Posting			4/24, 11:59pm
	Week 6 Text Quiz			4/24, 11:59pm
Week 7 4/23-5/1	Leadership Ethics	N13		
	Team Leadership	N14		
	Live Chat			4/24, 12&10pm
	Survey & Weekly Discussion Posting			5/1, 11:59pm
	Week 7 Text Quiz			5/1, 11:59pm
	Case 3 RL Green			5/1, 11:59pm
Week 8 4/30-5/8	Gender and Leadership	N15		
	Culture and Leadership	N16		
	Live Chat class "Take-Aways"			5/1, 12&10pm
	Week 8 Text Quiz			5/8, 11:59pm
	Survey & Weekly Discussion Posting			5/8, 11:59pm

	EXAM II	N 9-16	4/30-5/8 @ 11:59pm	
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