

# UNIVERSITY OF NORTH TEXAS AT DALLAS

## LEADERSHIP

### Course Information

<i>Course Number/Section</i>	MGMT 5870/010
<i>Term</i>	Spring 2015
<i>Days &amp; Times</i>	April 4, 9am to 4pm; April 25, 9am to 4pm
<i>Classroom</i>	DAL2 339

### Professor Contact Information

<i>Professor</i>	Dr. Banu Goktan
<i>Email Address</i>	banu.goktan@untDallas.edu
<i>Office Location</i>	DAL2 334
<i>Office Hours</i>	Th. 9:00am – 10:00am; 1:00pm – 2:00pm; Wed. 10:00am – 2:00pm

### Course Description

Theories and current research on leadership with emphasis placed on leadership development and specific applications within the organizational setting.

Prerequisites: None

### Student Learning Objectives:

1. Analyzing and evaluating various leadership theories.
2. Developing critical thinking skills by comparing and contrasting different theories and evaluating pros and cons of each approach.
3. Learning practical tools and methods of leadership that will apply to a variety of organizational structures.
4. Developing problem solving skills by providing hands-on experience in reasoning carefully about leadership style options, using situational analysis to evaluate leadership style alternatives, and making sound leadership decisions;
5. Integrating leadership into the knowledge gained in earlier core courses in the business school curriculum.
6. To illustrate how leadership influences different parts of a business and its role in creating harmony and success for a company;

### Required Textbooks and Materials

You can locate and purchase the custom e-book online by following these steps:

1. Go to <http://create.mcgraw-hill.com/shop/>
2. Search for and select book by Title, ISBN, Author, or State/School.

ISBN: 9781308133584

Title: Leadership

3. Add the book to your cart and pay using a credit card.

### **Course Materials:**

Additional Materials will be provided on Blackboard.

### **Blackboard**

Blackboard will be the method of communication that I will use to post information about the course and grades.

### **Grading Scale**

A= 90-100%

B= 80-89

C= 70-79

D= 60-69

F= 59 and below

### **Tentative Point Distribution**

Chapter Test	130 points
Video Discussion	6 videos * 10 points each
Papers on 10 Must Reads on Leadership	8 articles *20 points each
Exam 1 on Course Modules	2 questions * 50 points each
Exam 2 on Course Modules	1 question * 50 points

### **TOTAL**

**500 Points**

### **Course Policies**

#### *Chapter Test*

Students will read the chapter on leadership from the e-textbook and the articles under the “What is Leadership” folder and then take the multiple choice exam.

#### *Video Discussion*

Students will watch the assigned video and answer the question(s) and respond to two other posts on the discussion board. Videos can be found in a folder under course modules.

#### *Exam on HBR’s 10 Must Reads on Leadership*

Students are expected to write a 1 to 2 page (double spaced) paper on each of the 8 articles. Only 8 are included here to avoid redundancy because two of the articles are covered in course modules. In your paper please synthesize and critically evaluate the article and identify which leadership theory (or theories) the paper is based on.

Papers will be submitted via Turnitin. Please read the Turnitin submission instructions in course instructions.

Students are expected to refer to the chapter on leadership from the e-textbook and the links under “What is Leadership” which explain leadership theories. You need to read both sources carefully. While there are overlaps, there are also differences between the websites and the e-textbook. For example, Leader Member Exchange theory is explained on the website but not in the e-textbook.

*Exams on Course Modules:*

Students are expected to read the Articles, Chapters, and Industry and Background Notes in the Course Modules and answer the corresponding questions.

Papers will be submitted via Turnitin. Please read the Turnitin submission instructions in course instructions.

Students should properly cite the sources that they use in their answers. Answers will be graded based on understanding and synthesizing of information from multiple sources. Do not expect to make an A if you rely on one or two articles/sources to answer the question or if you don't cite correctly.

You can refer to the link below for help with APA format citations:

<https://owl.english.purdue.edu/owl/resource/560/01/>

Help is also provided through UNT Dallas library and Writing Center.

*Students with Disabilities (ADA Compliance)*

The University of North Texas Dallas faculty is committed to complying with the Americans with Disabilities Act (ADA). Students' with documented disabilities are responsible for informing faculty of their needs for reasonable accommodations and providing written authorized documentation. For more information, you may visit the Office of Disability Accommodation/Student Development Office, Suite 115 or call Laura Smith at 972-780-3632.

*Academic Integrity*

Academic integrity is a hallmark of higher education. You are expected to abide by the University's code of conduct and Academic Dishonesty policy. Any person suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University's policies and procedures. Refer to the Student Code of Conduct at [http://www.unt.edu/csrr/student\\_conduct/index.html](http://www.unt.edu/csrr/student_conduct/index.html) for complete provisions of this code.

*Student Evaluation of Teaching Effectiveness*

The Student Evaluation of Teaching Effectiveness (SETE) is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught.

*Bad Weather Policy*

On those days that present severe weather and driving conditions, a decision may be made to close the campus. In case of inclement weather, call UNT Dallas Campuses main voicemail number (972) 780-3600 or search postings on the campus website [www.unt.edu/dallas](http://www.unt.edu/dallas). Students are encouraged to update their Eagle Alert contact information, so they will receive this information automatically.

### Course Outline

This schedule is subject to change by the instructor. Any changes to this schedule will be communicated by Blackboard e-mail.

DATE	LECTURE TOPIC
March 28	<p style="text-align: center;"><b>Week 1</b></p> <p>Leadership Theories: Read the 1 chapter custom e-textbook. Read articles under the “What is Leadership” folder.</p> <p><b>Video Discussions Due:</b></p> <ul style="list-style-type: none"> <li>• Pike Place Fish Market</li> <li>• The Google Life</li> </ul> <p><b>Leadership Theory Chapter Test (Due midnight)</b></p>
April 4	<p style="text-align: center;"><b>Week 2</b></p> <p><b>In Class Meeting</b></p>
April 11	<p style="text-align: center;"><b>Week 3</b></p> <p><b>Course Module 1: Interpersonal Relationships</b> <i>Industry and Background Note: Managing Your Career</i></p> <p><i>HBS Chapter: I’m the Boss: Don’t Depend on your Formal Authority</i></p> <p><i>Articles:</i></p> <ul style="list-style-type: none"> <li>• What your Leader Expects of You</li> <li>• Becoming the Boss</li> <li>• What Leaders Really Do (HBR 10 Must Reads)</li> <li>• In Praise of the Incomplete Leader (HBR 10 Must Reads)</li> </ul> <p><b>MODULE 1 EXAM (Due midnight)</b></p> <ul style="list-style-type: none"> <li>• How does an individual’s job change when going from being an individual contributor to being a manager? (some keywords: technical skills, interpersonal skills, authority, decision making, delegation; some articles to refer to: “I’m the boss!”, “becoming the boss”, “what leaders really do”)</li> </ul>

	<ul style="list-style-type: none"> <li>• How is being a leader different than being a manager? Are the required personal characteristics different? Are job responsibilities different? (some keywords: influence, authority/formal/informal, skills)</li> </ul>
April 18	<p style="text-align: center;"><b>Week 4</b></p> <p><b>Course Module 2: Leading Teams</b>  <i>HBS Chapter:</i></p> <ul style="list-style-type: none"> <li>• Be Clear About How Your Team Works: Foster the Right Team Culture</li> <li>• Leadership Across Group Divides: The Challenges and Potential of Common Group Identity</li> </ul> <p><b>Video Discussions Due:</b></p> <ul style="list-style-type: none"> <li>• In Good Company</li> <li>• Japanese CEO Takes Bus To Work</li> </ul>
April 25	<p style="text-align: center;"><b>Week 5</b></p> <p><b>In Class Meeting</b></p> <p><b>Course Module 3: Leadership Change</b>  <i>Articles:</i></p> <ul style="list-style-type: none"> <li>• Leadership Lessons from India</li> </ul> <p><i>Book Chapter:</i></p> <ul style="list-style-type: none"> <li>• Make a Change Stick: Toward Successful Large-Scale Change</li> </ul> <p><b>MODULE 2 &amp; 3 EXAM (Due midnight)</b></p> <ul style="list-style-type: none"> <li>• What are the main differences/similarities between the approaches to change among American versus Indian managers? Are individual and cultural differences challenges for teams? How can managers create a uniting team culture and build effective teams? What do the articles point to as qualities that lead to leader effectiveness and success.</li> </ul>
May 2	<p style="text-align: center;"><b>Week 6</b></p> <p><b>Read HBR's 10 Must Reads on Leadership</b></p> <ol style="list-style-type: none"> <li>1. What Makes a Leader</li> <li>2. What Makes an Effective Executive</li> <li>3. The Work of Leadership</li> <li>4. Why Should Anyone Be Led by You</li> <li>5. Crucibles of Leadership</li> <li>6. Level 5 Leadership: The Triumph of Humility and Fierce Resolve</li> </ol>

	<p>7. Seven Transformations of Leadership 8. Discovering your Authentic Leadership</p> <p><b>Video Discussions Due:</b></p> <ul style="list-style-type: none"><li>• How Technology Will Shape the Next Decade</li><li>• Brewing a Better Starbucks</li></ul>
May 9	<p style="text-align: center;"><b>Week 7</b></p> <p><b>Papers on 10 Must Reads on Leadership Due</b></p>