

**Syllabus for  
BUS 449: Managerial Leadership  
Spring 2012**

<b>PROFESSOR</b>	Dr. Veronica Guerrero Ed.D Pepperdine University M.B.A. San Jose State University B.S. Cal Poly, San Luis Obispo
<b>CLASSROOM</b>	Peters 101
<b>MEETING TIME</b>	Tues. and Thurs. 10 – 11:50 a.m.
<b>OFFICE HOURS</b>	Tuesdays 2-3pm
<b>CONTACT INFORMATION</b>	E-mail: <a href="mailto:vquerrer@clunet.edu">vquerrer@clunet.edu</a> Phone: campus ext. 3704
<b>REQUIRED TEXT</b>	<i>Now, Discover Your Strengths (new only)</i> Buckingham & Clifton ISBN 0-7432-0114-0  Management Skills Jossey-Bass Reader ISBN 0-7879-7341-6  Leadership Theory & Practice 5 <sup>th</sup> Ed Peter Northouse ISBN 978-1-4129-7488-2

***COURSE DESCRIPTION***

This course focuses on the development of the core competencies and skills needed for effective managerial leadership at all levels of the organization. Each skill component will follow a five-step developmental pedagogy: (1) Assessment, (2) Learning, (3) Analysis, (4) Practice and (5) Application. The assessments of student learning to be used in this course are outlined below.

***STUDENT LEARNING OBJECTIVES AND OUTCOMES***

By the end of the semester, students are to achieve competence in interpersonal and teamwork skills, field specific knowledge and experience in Management & Leadership, and oral communication and listening skills.

**1. Interpersonal & Teamwork Skills, Principled Leadership**

*Students will:*

- Demonstrate interpersonal skills (oral and written communication, active listening) and sensitivity to diverse opinions

- Work successfully in a team environment, applying skills of collaboration, negotiation, and group decision-making

*Assignments:*

- Leadership in Action assignment
- Leadership Interviews
- Group assignments

## **2. Field Specific Knowledge and Experience**

*Students will:*

- Demonstrate comprehension of field-specific content
- Analyze issues, problems, and/or questions based on disciplinary knowledge and experience, which may include real world or laboratory situations
- Integrate knowledge and/or experience

*Assignments:*

- Tests and Quizzes
- Leadership Interviews
- Leadership in Action
- Personal Leadership Analysis
- Course Assignments

## **3. Oral Communication and Listening Skills**

*Students will:*

- Communicate publicly in a clear, engaging and confident manner
- Effectively create, organize, and support ideas for a particular audience
- Critically evaluate content and delivery of oral communication

*Assignments:*

- Leadership Interview Presentation
- Leadership in Action
- Course assignment(s)

## **4. Understanding of Cultural & Global Diversity**

*Students will:*

- Demonstrate sensitivity to issues resulting from cultural differences

*Assignments:*

- Leadership Interviews
- Leadership in Action
- Course assignment(s)

## ***SUMMARY OF ASSESSMENTS***

<b>Assignment</b>	<b>Points</b>
Leadership Journal & Instruments	100
Tests & Quizzes	150 (3 quizzes 50 each/final 50)
Leadership Interviews	200 (150 written/50 presentation)
Leadership in Action Presentation	100
Personal Leadership Analysis	100
Case studies, Discussion Boards & Assignments	150 (Approximately)
<b>Total:</b>	<b>800 (Approximately)</b>

## ***GRADING DESCRIPTIONS***

Professor will evaluate student performance on the following grading standards:

- A = Outstanding or exceptional work. Mastery of course concepts, tools, and techniques, plus a solid understanding of implications, applications, or interrelationships for the course. Ability to apply and express that understanding with meaningful language – oral and/or written.
- B = Very good work. Solid understanding of course concepts, tools and techniques, plus a knowledge of/or awareness of implications, applications, or interrelationships, as may be appropriate for the course. Capability to converse effectively in the terminology of the course.
- C = Good or satisfactory work. Knowledge of course fundamentals. Basic understanding or awareness of finer points of course and disciplines. Meets normal expectation of course output criteria.
- D = Poor work. Barely grasps the essentials of the course with little or no understanding of the finer course output goals.
- F = Unacceptable work. Unable to communicate an understanding of the basic concepts, tools or techniques of the course. A failure to measure up to the basic course output goals.

## ***GRADING TABLE***

“A” range:	91-100%
“B” range:	81-90%
“C” range:	71-80%
“D” range:	61-70%
“F” range:	60% and below

## ***COURSE POLICIES***

### **Course Evaluations:**

All course evaluations are now conducted online. Your feedback is important to us. You will receive an email message reminding you when the website is open for your feedback. The link is: <http://courseeval.callutheran.edu>

### **Disability Statement:**

California Lutheran University is committed to providing reasonable accommodations in compliance with ADA of 1990 and Section 504 of the Rehabilitation Act of 1973 to students with documented disabilities. If you are a student requesting accommodations for this course, please contact your professor at the beginning of the semester and register with the Accessibility Resource Coordinator for the facilitation and verification of need. The Accessibility Resource Coordinator is located in the Center for Academic and Accessibility Resources (CAAR) Office in Pearson Library, and can be contacted by calling 805.493.3878 or emailing [wperkins@callutheran.edu](mailto:wperkins@callutheran.edu).

### **Academic Honesty:**

The educational programs of California Lutheran University are designed and dedicated to achieve academic excellence, honesty and integrity at every level of student life. Part of CLU's dedication to academic excellence is our commitment to academic honesty. Students, faculty, staff and administration share the responsibility for maintaining high levels of scholarship on campus. Any behavior or act which might be defined as "deceitful" or "dishonest" will meet with appropriate disciplinary sanctions, including dismissal from the University, suspension, grade F in a course or various forms of academic probation. Policies and procedures regarding academic honesty are contained in the faculty and student handbooks.

Plagiarism, cheating, unethical computer use and facilitation of academic dishonest are examples of behavior which will result in disciplinary sanctions. Plagiarism includes, but is not limited to:

- word for word copying without using quotation marks or presenting the work as yours
- using the ideas or work of others without acknowledgement
- not citing quoted material. Students must cite sources for any information that is not either the result of original research or common knowledge.

### **Pearson Library:**

At Cal Lutheran we won't tell you what to think — we'll teach you how to think. You'll learn how to gather information, analyze and synthesize. Don't worry about the "gathering"... that's the easy part. We have technicians, information specialists, and trainers to help you find the information you need. Pearson Library provides access to scholarly books, journals, ebooks, and databases of full text articles from scholarly journals. To begin using these materials, visit the library web page <http://www.callutheran.edu/iss/research/> . Librarians are available to assist you at the Thousand Oaks campus or via Meebo chat on the Library's home page or emailing [CLULibrary@callutheran.edu](mailto:CLULibrary@callutheran.edu). You may contact the library at (805) 493-3250. If you attend classes at one of CLU's satellite locations, see

<http://www.callutheran.edu/iss/research/satellite.php> for the full range of services provided.

### **CLU Writing Center:**

Experienced Writing Center tutors help CLU's undergraduate and graduate students with their writing projects: reading free writes to find the best ideas; refining thesis statements; showing students how to structure paragraphs; and using specific exercises to improve sentence syntax. They work with whole classes as well as with individual students on the style guidelines required for papers in the various disciplines.

All enrolled CLU students are invited to make use of our services. For additional information, please visit [http://www.callutheran.edu/writing\\_center/](http://www.callutheran.edu/writing_center/) , call 805-493-3257, book online at GenBook, or stop by the Writing Center (The Darling Collaboration Suite in the library) to schedule an appointment.

### **Attendance:**

Student participation, including attendance, is essential for effective learning. Students are expected to attend each meeting of the class, arrive to class on time and be prepared to discuss course materials and assignments.

Additionally, several in-class assignments will be incorporated into the course. These assignments are not pre-announced and are scheduled randomly throughout the semester. In-class assignment credit will only be given to students in attendance on the day of the assignments. Therefore, it is imperative to attend all class sessions and remain for the entire class period in order to successfully complete the course. You cannot make up points for missed in-class assignments.

### **Reading:**

The textbooks are a seminal compendium of the leading and time-tested models and concepts of management and leadership. Success in this course depends on the student commitment to the reading. Readings not assigned by the professor will not be covered in the tests. (The texts in full are recommended reading for those students planning to pursue an academic emphasis in Management.)

### **Changes in Class Meetings:**

Any changes in the dates of class meetings will be avoided if at all possible; however, the professor does reserve the right to make such changes if necessary. If changes need to be made, students will certainly be given reasonable notice in advance when possible.

### **Revisions to Syllabus:**

Contents of the syllabus and schedule may be revised at the discretion of the professor any time during the term. A sincere effort will be made to minimize changes, and to advise students as far in advance as possible should such changes become necessary.

### **Course Assignments:**

These assignments will be completed in class and will vary based on the content being discussed in class on that day or classes prior to the assignment session. No prior notification will be given for in class course assignments. Students must be present to earn points and no-make up assignments will be allowed for any reason.

### **Tests:**

Three 50 point quizzes will be administered during the term. Quizzes are cumulative and may cover any materials from lectures, presentations, class discussions, videos, in class assignments, or any of the assigned readings. Quizzes cannot be taken early or late. Absolutely **NO** "make-up" quizzes will be given for any reason. In support of this policy, one of the four quizzes will be dropped from the final score. Only the top three quiz scores will be included in the final grade calculation, therefore, the lowest test score of the three quizzes will be dropped.

**NOTE:** The 4<sup>th</sup> Quiz will be administered during finals week per University schedule. This quiz will **NOT** be given in advance and **NO** "make-up" quiz will be given for any reason. .

### **In-Class Protocol:**

All cell phones and electronic devices must be turned **OFF** prior to the beginning of class. If your cell phone disturbs any part of the class session, you will be asked to leave class and lose any resulting points associated with the session on that day. The use of laptops is acceptable and encouraged provided usage does not become a distraction during class time.

### **Blackboard:**

Students will be able to find course materials on Blackboard. Every effort will be made to make all information available including updated course schedules, chapter notes, student grades, assignment requirements and course rubrics.

### **Instruments of Assessment:**

Assessment rubrics for the key course assignments including Leadership in Action, Leadership Interviews and Case Analysis will be posted on Blackboard prior to the due date of these assignments whenever possible to help students understand how each of these course assignments will be evaluated.

### **SCHEDULE OF MEETINGS, TOPICS AND ACTIVITIES**

NOTE: Required reading should be completed prior to scheduled class period. We will be covering the material during the scheduled times below and students are expected to have read and to be prepared to discuss the relevant subject matter from the assigned chapter readings.

<b>Date</b>	<b>Required Reading &amp; Test Schedule</b>
<b>Week 1 - Jan 19</b>	Introductions
<b>Week 2 – Jan 24 &amp; 26</b>	Tues – LTP Ch 1 & MS Chap 3 Thurs – MS: 1 & 2
<b>Week 3 – Jan 31 &amp; Feb 2</b>	Tues – NDYS: Chap 1 & 2 Thurs – NDYS Chap 3 and What is a Research Paper?
<b>Week 4 – Feb 7 &amp; 9</b>	Tues – Strengths Finder DUE & NDYS Chap 4 Summary (applicable), <b>QUIZ 1</b> Thurs - MS Chap 15 &16 - <b>Leadership in Action Proposal.</b>
<b>Week 5 – Feb 14 &amp; 16</b>	Tues – <b>Interview Topics Due</b> ; MS Chap 18 & 19 Thurs - LTP: Ch 2 & Instrument
<b>Week 6 – Feb 21 &amp; 23</b>	Tues – LTP: Ch 3 & 4 plus Instruments Thurs – MS 17 & <b>Research Sources Due</b>
<b>Week 7 – Feb 28 &amp; Mar 1</b>	Tues - MS: Ch. 7 & 13; <b>Leadership Journal Due (50)</b> Thurs - LTP:Ch 5 & Instrument ; <b>Problem/Purpose Statements &amp; Research Questions Due</b>
<b>Week 8 – Mar 6 &amp; 8</b>	Tues – MS: Ch. 8 & 11; <b>Interview Candidates/Questions Due</b> Thurs- <b>QUIZ 2 &amp; Leadership in Action Presos</b>
<b>Week 9 – Mar 13 &amp; 15</b>	Tues – MS: Ch. 20 & 24 Thurs – LTP Ch. 6 Instruments; <b>Interviews Pt 1 Due (50)</b>
<b>Week 10 – Mar 20 &amp; 22</b>	Tues – LTP Ch. 7 & Instrument & MS: 28 Thurs – MS: 25 & 27
<b>Week 11 – Mar 27 &amp; 29</b>	Tues - LTP: Ch. 8 Instrument & MS: 26 Thurs - <b>Leadership in Action Presentations</b>
<b>Week 12 – Apr 3 &amp; 5</b>	<b>SPRING BREAK</b>
<b>Week 13 – Apr 10 &amp; 12</b>	Tues – LTP: Ch 9 & 10 Instrument; <b>Interviews Pt 2 Due (25)</b> Thurs - <b>QUIZ 3</b>
<b>Week 14 – Apr 17 &amp; 19</b>	Tues – <b>Leadership in Action Presentations; Final Journals Due (50)</b> Thurs – Vision Statements & Vision Board Presentations; <b>Personal Leadership Analysis Due (100)</b>
<b>Week 15 – Apr 24 &amp; 26</b>	Tues – <b>Leadership in Action Presentations &amp; MS: Ch. 17, Festival of Scholars (Lundring 6-8pm)</b> Thurs – <b>Interview Presentations &amp; Interviews Part 3 Due (75)</b>
<b>Week 16 – May 1 &amp; 3</b>	Tues & Thurs- <b>Leadership Interview Presentations</b>
<b>Week 17 – Finals Week (May 7-11)</b>	Finals in accordance with University Schedule ( <b>QUIZ 4</b> )