

California Lutheran University

Bachelor's Degree for Professionals

BUS 449
Managerial Leadership
Fall 2016
Wednesday 6-9:30PM
Oxnard Center Room 104

PROFESSOR: Hari R. Date
OFFICE HOURS: By Appointment
Contact information: email: hdate@callutheran.edu
Phone: (805-215-4402)

TEXTBOOK: The Leadership Experience, Richard L. Daft
6th Edition,
ISBN 978-1-4354-6285-4

Important Dates

Fall Term 2016: August 29- November 14

Last day to drop (no financial penalty or "W"): Sept 12

Last day to withdraw (no academic penalty): October 10

Website

Blackboard: www.callutheran.edu/myclu

The blackboard course website will include lecture slides, articles, assignments, instructions, course syllabus and your grades. You must also upload your paper assignments to blackboard. I will also make announcements to the blackboard announcements area so please check it regularly.

If you have any questions about the blackboard, please contact the Help Desk at helpdesk@callutheran.edu or call (805) 493-3698 for assistance.

Course Description:

This course focuses on the nature of leadership reviewing the theory and empirical research guidelines and recommendations for improving management leadership. The course provides opportunity for student to engage in academic processes to learn the practices of desired leadership in modern organizations as well as developing their self-knowledge in leadership awareness.

GOALS/OBJECTIVES:

Upon completion of this course, students will be expected to:

At the conclusion of the course the student will...

1. Understand the difference between leadership and management.
2. Identify assessments and indicators to assess leadership effectiveness.
3. Explain the theories associated with leadership development.
4. Evaluate research methods used to study leadership behavior.
5. The ability to use the basic skills of leadership.

Student Expectations

1. Fully participate in exercises and assignments designed to improve critical thinking and other leadership skills.
2. Attend on a regular basis and have read all assigned readings.
3. Fully participate in all class activities and discussions.
4. Complete all assignments and papers for grading on time.

These educational objectives address the following California Lutheran University Student Outcomes:

Student Learning Outcomes

Assessment

<u>Student Learning Outcomes</u>	<u>Assessment</u>
Professional Preparation	
a. Field Specific Knowledge and Experience	Quizzes, Midterm, and Final
b. Ethical and professional Judgment	Final paper
c. Interpersonal and Teamwork Skills	Class participation
Liberal Learning	
a. Written Communications Skills	Final paper, blackboard asgmt.
b. Oral Communication Skills	Class participation
c. Information Literacy	In class discussions
d. Understanding of Cultural and Global Diversity	In class discussions

Character and Leadership Development

- a. Appreciation of diversity
- b. Growth in identity and values
- c. Principled leadership

In-class group exercises

Final paper

Blackboard discussion

Course Evaluations Statement

All course evaluations are 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://courseval.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 dishonesty 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 of others without acknowledgement
- Failing to cite quoted material. Students must cite sources for any information that is not either the result of original research or common knowledge.

Statement for ADA Compliance

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 Disability Support Services Coordinator, Wendy Jimenez, for the facilitation and verification of need. The Disability Support Services Coordinator is located in the Center for Student Success Office at 3259 Pioneer Street, and can be contacted by calling 805.493.3878 or emailing wjimene@callutheran.edu

Standards of Student Conduct Statements:

- [Student Life Handbook](#)
- [Academic Honesty Statement](#)

University Harassment Policy:

Be civil to each other, both on- and offline. For information on the University's **student harassment policy and rights, please go to the following link:**

[Student Life Handbook](#)

Sexual Misconduct

California Lutheran University does not tolerate any degree of sexual misconduct on or off-campus. We encourage you to report if you know of, or have been the victim of, sexual harassment, misconduct, and/or assault. If you report this to a faculty member, she or he must notify Cal Lutheran's Title IX Coordinator about the basic facts of the incident. More information about your options for reporting can be found at:

<http://www.callutheran.edu/title-ix/>

Pearson Library

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/library>

There are many ways to contact Pearson Library for research assistance, no matter where you are!

- Email Yvonne Wilber (Professionals liaison) at ywilber@callutheran.edu
- General Library email: CLUlibrary@callutheran.edu
- Library main phone: 805.493.3250
- Text us your question: 805.493.3867
- Get more help at: <http://www.callutheran.edu/library/help/>

CLU Writing Center:

The Writing Center provides 1:1 writing consultations, in-person and online, with trained undergraduate and graduate writing consultants. We welcome all writing-related projects at any stage of the writing process across the diverse disciplines of study at Cal Lutheran. The Writing Center also hosts writing workshops, provides in-class visits, facilitates writing groups, and offers a writer's studio option for longer, sustained projects. Services suit writers of all levels, including traditional undergraduates, graduate students from all fields, all English language learners, and accomplished scholars alike. All members of the Cal Lutheran community with an @callutheran.edu email address are welcome to make use of our services. For more information, please visit at www.callutheran.edu/writing_center or call 805.493.3257. Please schedule appointments online through MyCLU Blackboard with the yellow "The Writing Center" icon in "Tools," or stop by The Writing Center itself, located in the Darling Collaboration Suite of Pearson Library.

Veterans Resources

If you are a veteran, military member, or a family member of a veteran or military member, please refer to Cal Lutheran's Veterans Resources webpage for important information: <http://www.callutheran.edu/veterans/> . Also, if you are a veteran receiving benefits and you are struggling in a class, you most likely qualify for free tutoring. Please contact the Veterans Coordinator, Jenn Zimmerman, veterans@callutheran.edu or 805.493.3648, for more information.

Help Desk

Students may contact the Help Desk about telephone, network, wireless network, software questions password problems, hardware problems, and general consultation (i.e. you cannot log into your MyCLU portal, or you are having problems with Blackboard). Please email specific details about your problems to helpdesk@callutheran.edu, click on the following link for more information

http://www.callutheran.edu/iss/technology_services/helpdesk.php or call: 805.493.3698

Final Note

This syllabus is subject to change. Every effort will be made to alert students to changes that occur in a timely manner.

This course requires active attention and participation. Your sources of learning will be varied, and will involve lectures, discussions, case analysis, text readings, audiovisuals, experiential exercises, movies, applied field research, quizzes, mid-term, a final exam, and personal reflection for future professional development.

Carnegie Instructional Hours

The expectation is that a 4-credit course will meet for 50 hours of instructional time and will have about 100 hours of out-of-class work (homework).

- As our 4-credit courses meet for about 36-37 hours in-person, the remaining 13-14 hours of instructional time need to be handled via online instructions (flipped classes, discussion boards, etc.).
- There should be approximately 9 hours of homework per week (of course this may vary depending on the week)

Activity	Instructor-Led Hours		Homework Hours		Remarks
	Weekly	Course	Weekly	Course	
Readings of required text			5	55	Over 11 weeks, uneven distribution
Weekly Classes	3 hr. 20 min.	36 hrs. 40 min.			Includes final exam
Article Assignment					Average, varies by student
Blog Post					Average, varies by student
Mid-term Prep		1		5	Average, varies by student
Discussion Board I		10			Average, varies by student
Discussion Board 2					
Quizzes					Average, varies by student
Final Paper		2 hrs. 20 min.		35	Average, varies by student
Final Exam Prep				5	Average, varies by student
Total		50		100	

** In this chart the Carnegie Instructional Hours have already been converted to traditional clock hours; these are based on a 60-minute clock hour.

Quizzes

You will be given regular weekly quizzes. There will be ten quizzes in total. These are intended to ensure that you read the required chapters on a weekly basis and to gauge each student's level of understanding of the topics being covered. Please be prepared for each class by reading the chapters listed in advance of the class being held. The quizzes will consist of multiple choice, true/false, short answer type questions.

Midterm/Final Exam

A midterm exam will be given midway through the course and will cover all material from the first half of the course. The final will be given on the last day of class and will consist of all material given from the midterm forward. The format will be similar to the weekly quizzes.

Blackboard Discussions

During the semester, we will have weekly discussions on the blackboard. The specific topics/questions will be delivered in class and then via the announcements section of blackboard. The blackboard discussions will count towards your final grade.

Final Paper

A final paper will be due on the last day of class. The topic is Seek out someone who you see as a Leader. Interview the individual to understand what makes them tick. Through the 15 chapters of our text, there are deep topics that you can cover. Areas you may also want to cover include:

1. What does leadership mean to them
2. What traits/behaviors/relationships do they see as necessary
3. How do they use motivation/empowerment/communication
4. Are good followers critical to them being good leaders
5. How did they grow to be the leader they are today.
6. What do they do/continue to do to improve their leadership skills
7. What challenges do they face as leaders
8. What advice can they offer to you and future leaders in this ever changing world
9. Do they consider themselves leaders, or managers
10. Was there a point of transition for them from manager to leader and what was the catalyst for this change.

A word of caution: Many of today's "Leaders" became leaders without knowing what text book definitions they were actually practicing. You may be asked by your chosen leader to define and clarify what you are asking and what certain things mean. Be prepared to support your question(s) with detailed descriptions and examples.

As good future leaders, you will be asked to present in front of large, enthusiastic crowds who will hang on every word you utter. Each student will prepare and present their research and findings to the class. The presentation should provide information about the chosen leader, the process that was followed to collect the information, some key findings of your in-depth interviews and any lessons learned.

Quiz Make-Up Policy

Please make every attempt to attend every class and take quizzes on the appropriate date. I know life happens, so I will work with you to have make up quizzes, but it should not become a regular occurrence. Regularly missing classes and quizzes will affect your final grade.

Late Policy

Students who are habitually late will be counseled by the instructor and could have their final course grade adjusted down. The decrease amount will be determined based on your tardiness. You will be informed via email with warnings and as you approach a critical point where your grade will be effected.

Attendance Policy

It is important that students maintain good attendance. A student who misses more than two classes may have their final course grade reduced one grade level.

GRADING: The following represents the relative weighting that your performance in various course-learning activities will have on your final grade:

There is a total of 315 points in this course distributed amongst various activities. Please review the breakdown and description of each area.

Assessment	Number	Points Each	Points Total	Portion of Grade (approx.)
Weekly Quizzes	10	10	100	23.5%
Mid Term	1	50	50	11.5%
Final	1	50	50	11.5%
Final Paper	1	100	100	23.5%
Blackboard	10	10	100	23.5%
Participation	1	25	25	6%

Final grades will be based on the total point percentages below.

**92%-100%: A
90%-91%: A-
86%-89%: B+
81%-85%: B
79%-80%: B-**

**77%-78%: C+
71%-76%: C
69%-70%: C-
65%-68%: D
< 65%: F**

- **Aug 31 - ch1/2 What does it mean to be a leader/Traits, Behaviors & Relationships**
 - **Quiz 1**
- **Sept 7 – ch 3/4 Contingency approach to leadership/The leader as an individual**
 - **Quiz 2**
- **Sept 14 – ch. 5/6 Leadership Mind and Emotion/Courage and Moral Leadership**
 - **Quiz 3**
- **Sept 21 – ch 7/8 Followership/Motivation and Empowerment**
 - **Quiz 4**
- **Sept 28 – ch 9 Leadership Communication**
 - **Quiz 5**
- **Oct 5 – No class. Ch 10 - Leading Teams. quiz 6 TBD**
- **Oct 12 – ch 11/12 Developing Leadership Diversity/Leadership Power and Influence**
 - **Quiz 7**
- **October 19 – ch 13 Creating Vision and Strategic Direction**
 - **Quiz 8**
- **October 26 – ch 14 Shaping Culture and Values/Leading Change**
 - **Quiz 9**
- **Nov 2 - ch 15 Leading Change**
 - **Quiz 10**
- **Nov 9 Leader Presentations, Final exam**

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If you are not performing at a level of at least a “C-, I will contact you to make an appointment to discuss how we can plan for performance improvement.