

# California Lutheran University

## Bachelor's Degree for Professionals

**MANAGERIAL LEADERSHIP: CORE COMPETENCIES AND SKILLS  
BUS 449 –SYLLABUS  
SPRING 2016**

**February 29, 2016 – May 12, 2016**

**ONLINE, WEEKLY LIVE SESSIONS ON THURSDAYS 6:00 to 7:30 PM**

**Drop Dates: Monday, March 14<sup>th</sup> last day to drop w/out financial penalty (100% tuition charge for classes dropped after this date), last day to add a class**

**Monday, April 11<sup>th</sup> Last day to drop without a W**

**Friday, May 6<sup>th</sup> Bachelor's Degree for Professionals' Commencement Reception for graduating seniors & family members**

<b>INSTRUCTOR:</b>	Timothy L. Weaver, MBA
<b>TIME:</b>	Online
<b>OFFICE HOURS:</b>	By Appointment
<b>CONTACT INFORMATION:</b>	E-mail: <a href="mailto:tweaver@callutheran.edu">tweaver@callutheran.edu</a> ; Cell phone (818) 378-8999
<b>TEXTBOOKS:</b>	<b>THE LEADERSHIP EXPERIENCE</b> , (2014), Daft, R. Sixth Edition, ISBN 978-1-4354-6285-4
<b>PREREQUISITE:</b>	Senior Standing; Core Competencies and Skills

### **COURSE DESCRIPTION:**

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.

University Learning Outcomes	Method of Assessment
<p><b>PROFESSIONAL PREPARATION</b></p> <ul style="list-style-type: none"> <li>➤ Field specific knowledge and experience</li> <li>➤ Ethical and professional judgment</li> <li>➤ Interpersonal and teamwork skills</li> </ul>	<p><b>Online Threaded Discussion</b> <b>Leader Interview</b></p>
<p><b>LIBERAL LEARNING</b></p> <ul style="list-style-type: none"> <li>➤ Written communication skills</li> <li>➤ Oral communication skills</li> <li>➤ Information literacy</li> <li>➤ Understanding cultural and global diversity</li> </ul>	<p><b>Oral Presentation</b> <b>Online Threaded Discussion</b> <b>Case Study</b></p>
<p><b>CHARACTER AND LEADERSHIP DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>➤ Appreciation of diversity</li> <li>➤ Growth in identity and values</li> <li>➤ Principled leadership</li> </ul>	<p><b>Online Threaded Discussion</b> <b>Leader Interview</b></p>
Business 449 Learning Outcomes and Objectives	Method of Assessment
<p><u>WEEK 1</u>. Understand the full meaning of leadership and see the leadership potential in yourself and others. Describe the difference between leading and managing.</p>	<p><b>Online Threaded Discussion</b></p>

<p><u>WEEK 2.</u> Practice the basic elements of applied leadership. Learn to avoid crisis management and develop situational awareness.</p>	<p><b>Online Threaded Discussion</b> <b>Case Study</b></p>
<p><u>WEEK 3.</u> Understand how personality influences leadership and relationships within organizations.</p>	<p><b>Case Study</b> <b>Online Threaded Discussion</b> <b>Case Study</b></p>
<p><u>WEEK 4.</u> Discuss performance management.</p>	<p><b>Online Threaded Discussion</b> <b>Case Study</b></p>
<p><u>WEEK 5.</u> Understand time management.</p>	<p><b>Case Study</b> <b>Online Threaded Discussion</b></p>
<p><u>WEEK 6.</u> Communicate in a way that persuades and influences others.</p> <p>.</p>	<p><b>Online Threaded Discussion</b> <b>Case Study</b> <b>Leader interview</b></p>
<p><u>WEEK 7.</u> Discuss strategies for managing diversity.</p>	<p><b>Case Study</b> <b>Online Threaded Discussion</b> <b>Leader interview</b></p>

<u>WEEK 8.</u> Learn Global Management perspectives	<b>Online Threaded Discussion Case Study Leader interview</b>
<u>WEEK 9.</u> Explain why shaping culture is a vital function of leadership.	<b>Case Study Online Threaded Discussion Leader interview</b>
<u>WEEK 10.</u> Understand Kotter's eight-stage model of planned change.	<b>Case Study Online Threaded Discussion Leader interview</b>
<u>WEEK 11.</u> Final Examination.	

**COURSE ASSIGNMENTS/REQUIREMENTS:**

**Syllabus**

This syllabus provides great detail about everything related to this course. Please review it carefully.

**Weekly Format**

All class sessions will be opened at the beginning of the term. In addition to the Syllabus, this will enable you to review materials for the entire term. The sessions will not be closed, so you may go back to review material if you wish. If you work ahead, that's fine, but please know that the material for an upcoming week may not be reviewed until it is actually due.

You should start each week by reading the assigned material and viewing the PowerPoint. Please have the reading and PowerPoint assignments completed by the time of the Thursday live chat sessions each week. Time permitting, we will discuss the case studies on those evenings.

### **News Forum**

The class site has a News Forum that will be used to post important announcements to the class. Please check it regularly. If you have any announcements specifically related to the class material, please feel free to post them there. (Note that this is an educational site and postings must be “appropriate” and related to the course, and cannot include any advertising.)

### **Ask the Instructor**

There is a section at the top of the class site called “Ask the Instructor”. Please post any questions to this section, so that other students can benefit from the questions you might have during the term and the answers provided by the instructor. Students should check this section regularly to ensure that they are getting the benefit of these Q&As. Of course, if you have a personal question, simply e-mail the instructor, who will respond only to you at your e-mail address.

### **Getting Acquainted:**

The first week also contains a section called “Getting Acquainted.” This is a required section which will enable us to get to know one another. To complete this section please provide the following information:

- a. Your name and the name you prefer to be known by in class.
- b. The length of time you’ve attended CLU and the online classes you’ve taken.
- c. Your anticipated graduation date.
- d. A brief description of your present job, your responsibilities and the name of the organization where you work. (If you’re not presently working, please provide information regarding your former job.)
- e. A brief summary of your present career goals
- f. Qualities you admire in a leader.

**Please note that this information is to be posted by 6:00 PM on Wednesday, March 2, 2016.**

### **Case Studies:**

For the Case Studies, you’ll be using the Wiki tool to work together in teams to create a final, graded document. For each week, you will answer the questions from the text book, The Leadership Experience (Daft) and will coordinate with the subject for that week. The case studies are listed in the class schedule and are due by Sunday midnight of each week; (i.e. the second week’s cases will be due no later than March 13<sup>th</sup>.) You’ll prepare a brief written analysis of the assigned cases, answering the questions at the end of each case in the text. The instructor will comment on your analysis as you go, so start the work early in the week to get more feedback, as in the discussion boards. Instructions on how to use the tool are posted in Week 2 resources. You won’t have to

submit the Case Study; your instructor will grade what was entered into the Wiki before the due date.

### **Discussion Threads**

Each week, beginning with week #2, there will be one discussion question. Each student will respond to that question giving a thorough response. Every attempt should be made to have the initial post no later than Wednesday evening. Each student will then reply to at least two other students' responses to each of the initial questions, which are due on Sunday evening. (This means you will have at least three discussion inputs weekly.) Typically, these responses do not go into great depth but show critical analysis and are thoughtfully worded. A simple, "Good comments!" or "I agree!" is not acceptable. The initial question, combined with students' responses and subsequent replies constitute a discussion thread. While, as noted above, you should aim to answer the discussion questions as soon as reasonable in the week, these must be submitted not later than Sunday night at the end of each module week in order to receive credit.

### **Leadership Interview**

The final project will include an interview with a person in a position of leadership and a written summary of the leader's credentials, personal qualities and philosophies. More details will follow during class.

### **Live Chat Sessions**

We will have live chat sessions every Thursday evening from 6:00 PM to 7:30 PM, PDT. The weekly reading assignments and online PowerPoints are your responsibility, as information covered in readings will not necessarily be repeated in the weekly live classes.

These sessions provide the opportunity to discuss the material in more depth. Each of you has valuable experiences in your workplace, and sharing these, as well as your own opinions on topics discussed in this class, add tremendously to the learning experience and help bring the subject to life. Each live class will open with an invitation to share what has been happening in your workplace during the last week that relates to leadership and what it takes to be an effective leader. We will follow with in-depth discussions of the prior week's cases.

### **TESTING:**

There will two tests during the term, both of which will be taken through Blackboard Collaborate (online). Using an open book is permissible. The tests will be due no later than Sunday midnight of the week scheduled.

### **CLU Online Course Technology Requirements**

In order to participate in a fully online course at California Lutheran University, you will need the following hardware, software, and capabilities. These are the minimum requirements; specific courses may have technological needs above and beyond this list.

1. If you have a Windows operating system
  - a. Browser: Firefox or Chrome
  - b. Java 1.6 or 1.7 (SE 6 or SE 7)
2. If you have a Mac OS or Ubuntu
  - a. Only use Firefox
  - b. Apple Java 1.5.0\_16 or 1.6.0\_07
3. 256 MB RAM
4. 20 MB free disk space
5. Internet Access - 28.8 kbps speed or above (Broadband connection highly recommended)
6. Soundcard
- 7. A headset with microphone/headphones**
8. Program(s) that can open .doc, .ppt, and .pdf documents
9. Optional:
  - a. Webcam (recommended)
  - b. Blackboard Learn App
    - i. Download from your devices' app store, select California Lutheran University as the school and sign in via myCLU

Check your OS and internet browser at: [www.thismachine.info](http://www.thismachine.info)

Check your OS and Java version here, and enter into the Configuration Room to make sure you can get into Blackboard Collaborate:

<http://support.blackboardcollaborate.com/ics/support/default.asp?deptID=8336>

**GRADING CRITERIA:**

<u>Assignment</u>	<u>Points</u>	<u>Percentage</u>
Case Studies, 25 points each (9 cases)	250	28%
Discussion Threads, 10 points each (27 threads)	270	27%
Midterm Exam	150	15%
Final Exam	180	15%
Leadership Interview	150	15%
<b>Total</b>	<b>1,000</b>	<b>100%</b>

<b>GRADES</b>	<b>POINT RANGE</b>
A	930-1000 93-100%
A-	900-929 90-92.9%
B+	880-899 88-89.9%
B	830-879 83-87.9%
B-	800-829 80-82.9%
C+	780-799 78-79.9%
C	730-779 73-77.9%
C-	700-729 70-72.9%
D+	670-699 67-69.9%
D	630-669 63-66.9%
D-	600-629 60-62.9%
F	599 & below

Any late work will be penalized.

Grades for the case studies will be posted by Sunday evening; students will be able to monitor their grades throughout the course. Extra credit will be considered if a student has put forth a solid and timely effort on the discussions and assignments but needs additional help to improve his or her grade.

**Student Workload for a 4-credit course (50-minute hour):**

Activity	Instructor-Led Hours		Homework Hours	
	Weekly	Course	Weekly	Course
Readings of required text			5	55
Weekly online sessions	1 hr. 30 min.	15 hr.		
Mid-term I Prep.				20
PowerPoint and Discussion Board	2 hr. 30 min.	25 hr.		
Case Study	1 hr.	11 hr.		
Interview With Leader and Paper		5		
Final Exam Preparation				25
<b>Total</b>	<b>5</b>	<b>56</b>	<b>5</b>	<b>100</b>

**NUMBER OF HOURS FOR ONLINE CLASS**

The weekly time required for this class weekly, including the 1½ hour live class session, will be approximately 10-12 hours.

**BLACKBOARD INFORMATION:**

For assistance with Blackboard, email, or Web Advisor, contact the help desk at (805) 493-3698 or [helpdesk@callutheran.edu](mailto:helpdesk@callutheran.edu). For Blackboard tutorials, please go to the following link: <http://ondemand.blackboard.com/students.htm>.

**CLASS SCHEDULE:**

<b>Date</b>	<b>Week</b>	<b>Topics</b>	<b>Assignment Due</b>
02/29	1	Introduction to Course What Does It Mean to Be a Leader?	Chapter 1
03/07	2	Traits, Behaviors, and Relationships; Contingency Approaches to Leadership	Chapter 2, 3 Ch. 2, Consolidated Products, Page 58
03/14	3	The Leader as an Individual; Leadership Mind and Heart	Chapter 4, 5 Ch. 4, A Nice Manager, Page 128
03/21	4	Courage and Moral Leadership; Followership	Chapters 6, 7 Ch. 6, "What Should I Say?", Page 189
03/28	5	Motivation and Empowerment; Leadership Communication; Review of Midterm Exam	Chapters 8,9 Ch. 8, Commissions for Charlotte, Page 252
04/04	6	Leading Teams; <b>Midterm Exam #1 (chapters 1-9)</b>	Chapter 10 Ch. 10, Devereaux-Dering Group, Page 319
04/11	7	Developing Leadership Diversity; Leadership Power and Influence	Chapters 11, 12 Ch. 11, The Trouble With Bangles, Page 353
04/18	8	Creating Vision and Strategic Direction	Chapter 13 Ch. 13, The New Museum, Page 420
04/25	9	Shaping Culture and Values	Chapter 14 Ch. 14, 5 Star and Amtech, Page 455
05/02	10	Leading Change; Review of Final Exam	Chapter 15 Ch. 15, Riverside Pediatric Associates, Page 487
05/09	11	<b>Final Exam (chapters 10-15)</b>	

**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.

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/>

## **Hate Crimes**

- Hate crimes, defined in the California Penal Code, Section 7422.55, are defined as offenses motivated by hatred against a victim or a group of victims based on their actual or perceived race, gender, religion, sexual orientation, ethnicity, and/or disability.
- California Lutheran University is a "diverse scholarly community dedicated to excellence in the liberal arts and professional studies." As such, the University will not tolerate any form of hate crime. Violation of any University policy that also fits within this definition may result in suspension /dismissal from the University.
- In addition, because false accusations regarding harassment, sexual harassment, or hate crimes can have serious effects on the persons accused, any false accusation will likewise result in disciplinary action up to and including the expulsion/dismissal from the University.

The student who feels subject to any of these offenses stated above should report the incident immediately, either verbally or in writing to any one of the following persons:

- Leanne Neilson

Provost/Vice President for Academic Affairs

Administration Building, x3145

- William R. Rosser

Vice President for Student Affairs/Dean of Students

Student Union Building, x3553

- Susan Tolle

Director of Human Resources

Welcome Center Building, x3185

*CLU will respect the complainant's right to confidentiality in both informal and formal procedures. The compliant will be supported and any attempted reprisals will not be tolerated.*

**ATTENDANCE POLICY:**

Late written assignments of exercises and case studies will be reduced 25% credit for the first week late, 50% for being late after one week. It is expected that students will attend ALL LiveChats and if you miss 1-2 LiveChats, those must be made up with additional assignments that will be provided by the Instructor.

**MAKE UP AND LATE POLICY:**

Exam make-ups can be provided with valid reason of illness or work- related issue; however final exam 11th week must be accommodated within 48 hours

**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, 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](mailto:wjimene@callutheran.edu)

**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](mailto:ywilber@callutheran.edu)
- General Library email: [CLUlibrary@callutheran.edu](mailto: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/>

### **COURSE EVALUATIONS STATEMENT:**

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://courseval.callutheran.edu>

### **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](http://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](mailto: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](mailto:helpdesk@callutheran.edu), click on the following link for more information [http://www.callutheran.edu/iss/technology\\_services/helpdesk.php](http://www.callutheran.edu/iss/technology_services/helpdesk.php) or call: 805.493.3698

**DISCLAIMER:**

This syllabus may change from time to time to accommodate changing circumstances. Every effort will be made to alert students to changes that occur in a timely manner. The class schedule is presented below. While the material will be covered in the order presented in the schedule, the actual timing may change from week to week as the course progresses.

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