

## MGM215 Leadership and Management

### Syllabus Overview

This syllabus contains all relevant information about the course: its objectives and outcomes, the grading criteria, the texts and other materials of instruction, and weekly topics, outcomes, assignments, and due dates. Consider this your roadmap for the course. Please read through the syllabus carefully and ask questions if you would like anything clarified. Please print a copy of this syllabus for reference.

### Course Description

3 Credits

Prerequisite: None

This course is designed for students to compare and contrast management and leadership; examine five fundamental practices of exemplary leadership; and discover a natural approach to leadership that works for them. Students will develop a personal action plan based on their strengths and explore techniques to develop leadership skills in others. Students will benefit from an enriching combination of lectures, learning assessment exercises, small-group interaction, and case studies.

### Course Outcomes

At the completion of this course, students should be able to:

1. Describe the nature of leadership and management.
2. List effective leadership behaviors, skills, and competencies.
3. Summarize key characteristics of various leadership theories and approaches.
4. Describe potential issues associated with different leadership theories and approaches.
5. Define the role of leadership in organizational change, teams, and decision groups.
6. Examine leadership development in organizations and future trends in leadership.

### Communication with Your Instructor

You will receive a welcome email from your instructor prior to the start of class. This email will contain your instructor's contact information. Your instructor will also be communicating with you via several methods in the course, including:

- **Announcements** – This communication tool, located on the navigation menu within your course in Canvas, contains important updates. Be sure to check for new announcements from your instructor each time you access your course.

- **Q&A** – Use this discussion board, located on the Home screen in your course, to communicate with your instructor and classmates regarding general course questions (i.e. missing links, assignment clarification, etc.).
- **Inbox** – Use the Inbox, located in the top right corner of Canvas, to send a message to your instructor or classmates.

## **Materials and Resources**

There is no required textbook. All readings are provided within the course.

## **Library Services**

Detailed information about the eLibrary can be found in the Student Resource Center. This is a course that all students have access to during their academic career.

## **Canvas Help Desk and Technical Questions**

If you experience technical issues in your course, please contact the Canvas Help Desk by clicking the Help link (top right corner within Canvas). There are 3 ways to contact them:

- Phone (888-628-2749)
- Live chat
- Report a problem (submit a ticket)

Be sure to notify your instructor of any technical difficulties you are experiencing.

Additional resources are available in the Student Resource Center and the Canvas Guides website:

<https://community.canvaslms.com/docs/DOC-4121>

## Weekly Schedule

<b>Week 1      The Nature of Leadership</b>	
Outcomes	<ul style="list-style-type: none"> <li>• Describe the personal relevance of leadership.</li> <li>• Explain why leadership has been defined in different ways</li> <li>• Summarize different definitions of leadership.</li> <li>• Describe indicators for assessing leadership effectiveness.</li> <li>• Explain the role of managers in today's workplace.</li> <li>• Identify key issues affecting managers today.</li> </ul>
Readings	<ol style="list-style-type: none"> <li>1. Clarifying leadership: High-impact leaders in a time of leadership crisis.</li> <li>2. The image of the manager-leader of the near future - an outline of the issues.</li> <li>3. Research of the nature of leadership activities.</li> <li>4. The changing nature of managerial skills, mindsets and roles: Advancing theory and relevancy for contemporary managers.</li> <li>5. Demystifying the leadership kaleidoscope into an integrated view.</li> </ol>
Lectures	<ul style="list-style-type: none"> <li>• The Nature of Leadership</li> <li>• The Nature of Management</li> </ul>
Multimedia	<ul style="list-style-type: none"> <li>• The Future of Leadership</li> <li>• Theories of Leadership</li> </ul>
Discussion 1	<b>Leadership</b>
Discussion 2	<b>Final Project – Leader Choice (Biography/Autobiography)</b>
Assignment	<b>Management Today Paper</b>
Final Project	Review the Final Project Overview (Deliverables in Week 5, 7, & 8)

<b>Week 2      Leadership Behaviors and Participative Leadership</b>	
Outcomes	<ul style="list-style-type: none"> <li>• Describe different types of leadership behaviors.</li> <li>• Explain the role of leadership behaviors in effective leadership.</li> <li>• Summarize concepts associated with participative leadership.</li> <li>• Define the role of delegation and empowerment in leadership.</li> </ul>
Readings	<ol style="list-style-type: none"> <li>1. Integrating leadership research: A meta-analytical test of yukl's meta-categories of leadership.</li> <li>2. Delegation outcomes: Perceptions of leaders and follower's satisfaction.</li> </ol>

	<ol style="list-style-type: none"> <li>3. An integrative model of trust and leadership.</li> <li>4. Our take: Building engagement cultures.</li> </ol>
Lectures	<ul style="list-style-type: none"> <li>• Effective Leadership Behavior</li> <li>• Participative Leadership and Empowerment</li> </ul>
Multimedia	<ul style="list-style-type: none"> <li>• Leadership is about Humility and Empower Others.</li> <li>• The Blake Moulton Manager Grid: Balancing People's Well Being and Productivity.</li> <li>• Behaviors of a good leader - How great leaders inspire greatness in others.</li> </ul>
Discussion	<b>Participative Leadership</b>
Assignment	<b>Leadership Behaviors Paper</b>

<b>Week 3      Leader Relations, Power and Influence</b>	
Outcomes	<ul style="list-style-type: none"> <li>• Describe the role of power and influence in leadership.</li> <li>• Apply manager influence tactics based on specific situations.</li> <li>• Identify the factors influencing the relationships between leaders and subordinates.</li> </ul>
Readings	<ol style="list-style-type: none"> <li>1. Followers in the organizational leadership process: from attribution to shared leadership.</li> <li>2. Connecting influence tactics with full-range leadership styles.</li> <li>3. Developing the leader-follower relationship: Perceptions of leaders and followers.</li> <li>4. Attachment style and leader-member exchange.</li> </ol>
Lectures	<ul style="list-style-type: none"> <li>• Power and Influence</li> <li>• Dyadic Relations and Followers</li> </ul>
Multimedia	<ul style="list-style-type: none"> <li>• Leading with influence the 6 power bases.</li> <li>• Dr. Janaki Gooty, Assistant Professor of Management, on researching business leadership.</li> </ul>
Discussion	<b>Leader/Follower Dyadic Relationships</b>
Assignment	<b>Power and Influence Paper</b>

<b>Week 4      Management Traits, Management Skills, and Contingency Leadership Theories</b>	
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Outcomes	<ul style="list-style-type: none"> <li>• Summarize important leadership traits and skills</li> <li>• Explain how situational circumstances can influence leadership</li> <li>• Apply situational leadership theories in various situations</li> </ul>
Readings	<ol style="list-style-type: none"> <li>1. The effect of leader personality on follower behaviour.</li> <li>2. What do people desire in their leaders? the effect of leadership experience on desired leadership traits.</li> <li>3. Which types of leadership styles do followers prefer? A decision tree approach.</li> <li>4. The necessary traits of exemplary leadership.</li> </ol>
Lectures	<ul style="list-style-type: none"> <li>• Leadership Traits and Skills</li> <li>• Contingency Theories of Effective Leadership</li> </ul>
Multimedia	<ul style="list-style-type: none"> <li>• Contingency Approach in Leadership.</li> <li>• Marshall Goldsmith: Dr. Paul Hersey and Situational Leadership.</li> </ul>
Discussion	<b>Management Traits and Skills</b>
Assignment	<b>Situational Leadership Paper</b>

<b>Week 5 Charismatic Leadership, Transformational Leadership, and Leading Change</b>	
Outcomes	<ul style="list-style-type: none"> <li>• Analyze, compare, and contrast charismatic and transformational leadership theories.</li> <li>• Describe how charismatic and transformational leadership theories can impact organizations.</li> <li>• Summarize the process for envisioning and implementing an organizational change initiative.</li> <li>• Explain the leader's role in encouraging learning as part of a change process.</li> </ul>
Readings	<ol style="list-style-type: none"> <li>1. Transformational leader attributes: Interpersonal skills, engagement, and well-being.</li> <li>2. The manager – Key element in the process of change.</li> <li>3. Linking transformational leadership, absorptive capacity, and corporate entrepreneurship.</li> <li>4. Creating management processes built for change.</li> </ol>
Lectures	<ul style="list-style-type: none"> <li>• Charismatic and Transformational Leadership</li> <li>• Leading Change and Innovation</li> </ul>
Multimedia	<ul style="list-style-type: none"> <li>• Transformational leadership</li> <li>• John Magar on leading change</li> </ul>

Discussion	<b>Charismatic and Transformational Leadership</b>
Assignment 1	<b>Leading Change Paper</b>
Final Project	<b>Synopsis/Plan</b>

<b>Week 6 Team Leadership, Decision Group Leadership, and Strategic Leadership</b>	
Outcomes	<ul style="list-style-type: none"> <li>Describe the role of leadership when working as part of a team or decision group.</li> <li>Identify potential leadership issues that can arise in teams and decision groups.</li> <li>Explain how executive leadership influences organizational processes and performance.</li> <li>Summarize strategic leadership and the challenges facing strategic leaders today.</li> </ul>
Readings	<ol style="list-style-type: none"> <li>Executive team consensus-based perspective of organization evolution.</li> <li>3D leadership - Strategy-linked leadership framework for managing teams.</li> <li>Strategic leadership competencies: What is it and how to develop it?</li> </ol>
Lectures	<ul style="list-style-type: none"> <li>Leadership in Teams and Decision Groups</li> <li>Strategic Leadership</li> </ul>
Multimedia	<ul style="list-style-type: none"> <li>Strategic Leadership – Why it Matters to you.</li> <li>Making a mind shift in team leadership.</li> </ul>
Discussions	<b>Executive Leadership</b>
1 & 2	<b>Strategic Leadership</b>
Assignment	<b>Team Leadership and Decision Groups</b>

<b>Week 7 Ethical Leadership, Cross-Cultural Leadership, and Managing Diversity</b>	
Outcomes	<ul style="list-style-type: none"> <li>Define ethical leadership and describe the values associated with ethical leadership.</li> <li>Compare and contrast transforming, servant, spiritual, and authentic leadership theories.</li> <li>Define cross-cultural leadership and explain why it is so important in today's workplace.</li> <li>Describe how leaders can effectively manage diversity in organizations.</li> </ul>

Readings	<ol style="list-style-type: none"> <li>1. Linking theory to practice: authentic leadership.</li> <li>2. Global leadership.</li> <li>3. Diversity as an aspect of effective leadership: Integrating and moving forward.</li> <li>4. Effects of ethical leadership on employee well-being: The mediating role of psychological empowerment.</li> </ol>
Lectures	<ul style="list-style-type: none"> <li>• Ethical, Servant, Spiritual, and Authentic Leadership</li> <li>• Cross-Cultural Leadership and Diversity</li> </ul>
Multimedia	<ul style="list-style-type: none"> <li>• How can leaders encourage workplace diversity?</li> <li>• Ethical Leadership.</li> </ul>
Discussions 1& 2	<b>Cross-Cultural Leadership</b>
	<b>Diversity</b>
Assignment	<b>Ethical Leadership – Theory Chart</b>
Final Project Submission	<p><b>Week 7 Deliverable:</b></p> <p>Submit your final project for your professor's review and grading.</p> <p>Submit an additional copy of your project to the <b>Week 8 Peer Review Discussion Board</b> for your classmate's review and commentary.</p>

<b>Week 8</b>	<b>Leadership Development and Future Trends in Leadership</b>
Outcomes	<ul style="list-style-type: none"> <li>• Describe the various options available for leadership training and development in organizations.</li> <li>• Describe the future trends in leadership that will shape organizations.</li> </ul>
Readings	<ol style="list-style-type: none"> <li>1. The spirit of leadership: Past, present and future.</li> <li>2. Future trends in leadership development practices and the crucial leadership skills.</li> <li>3. Strategies for leading a multi-generational organization.</li> <li>4. Leadership development strategy: The missing links.</li> </ol>
Lectures	<ul style="list-style-type: none"> <li>• Leadership Development</li> <li>• Future Trends in Leadership</li> </ul>
Multimedia	<ul style="list-style-type: none"> <li>• Faces of change: Understanding and managing generations in the workplace.</li> <li>• Why leadership development matters.</li> </ul>

Discussions	<b>Leadership Development</b>
1 & 2	<b>Reflection</b>
Project Peer Review	Peer Review of Final Projects - Discussion Board
Assignment	<b>Future Trends in Leadership paper</b>

## Grading and Evaluation

Your grades will reflect the way in which you present and support your topics and positions in the various learning activities used in this course. The grades will be based on the quality and quantity of your comments and responses in the various activities.

***Be sure to review the discussion and assignment rubrics in the course for specific grading criteria.***

The various graded activities are weighted as follows:

Course Element	% of Final Grade
Assignments	35%
Discussions	35%
Final Project	30%
<b>Total</b>	<b>100%</b>

Students will be expected to meet all the deadlines of the class as indicated throughout the course and in the syllabus. This is primarily so we don't get behind in the course. In addition, discussions cannot overlap from one week to the next. This is to ensure that all discussions and submissions take place within the week they are scheduled in order to be of value to the entire class as well as to help you not get behind. If there are extenuating circumstances, you will need to communicate that to the instructor and make arrangements accordingly, if appropriate.

**Late Assignments:** Exceptions are to be determined by the instructor on a case-by-case basis. There will be no opportunities for extra credit.

## Learner Success Guidelines

These guidelines are provided to help you succeed in your coursework:

- Participate in the class introduction activity on the first day of class.
- Submit ALL assignments by the posted due dates and times.
- Check your emails daily.
- Put your first and last name and your course number (i.e., Joan Brown, ENG101), on each of the emails you send to your Professor and/or other staff.



- Participate fully in all threaded discussions.
- Contact the Canvas Help Desk for resolutions to your technology problems.
- Contact your instructor if you have questions about an assignment or need additional help completing your work successfully.
- Academic dishonesty is grounds for dismissal from the program.

## **Academic Policies**

The following Academic Policies can be found on the College's [website](#).

## **Disclaimer**

As a disclaimer, any materials in or related to this course are provided for educational purposes only and not for the purpose of providing any legal, financial, accounting, tax or other professional advice or services. The information provided in this class is of a general nature, and it cannot substitute for the advice of a licensed professional in any respect. The application and effect of laws may vary widely depending on the specific facts and jurisdiction, and no representation or warranty is made with respect to the accuracy of any materials in or related to the course. Accordingly, the information provided is solely for general educational purposes.

## **Caveat**

The above schedule, content, and procedures in this course are subject to change. All policies are superseded by the latest College Catalog available on our website:

<https://www.cambridgecollege.edu/student-rights-complaints-grievances/student-code-conduct>