

## MNGT404: Leadership in a Technology-Driven World

### College of Graduate and Continuing Studies, Norwich University

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#### Course Description

This course focuses on the application of leadership principles toward efforts to manage the impact of modern information and communication technologies on organizations. Topics include: creating and leading a remote workforce; human behavior in technology-mediated work relationships; and ethical issues arising from the use of technology. (3 Credits) Pre-requisite: ENGL 101

#### Course Overview

Creating and managing a *distributed team or remoted office* involves significant organizational and cultural change. In a self-contained office, the effective manager applies time-motion, six sigma efficiencies, motivation techniques, team building, and production goals to meet mission and vision statement expressions of corporate or organizational achievement.

The distributed workforce requires an additional set of concepts and thrives on “modern” electronic tools to achieve similar outcomes. The most profound difference in the distributed model versus the static office is that production is not measured in hours with remote employees, but in work outcome.

Two factors are significant components of a successful distributed model: (1) effective deployment of resources and (2) collaborative engagement of all the players.

In this course we will examine the principles involved in developing a successful distributed organization, managing its daily operation, building a team, selecting, evaluating, counseling, and developing a remote workforce while strengthening team spirit and morale.

From the manager’s perspective, the concept of remoting portions of an operation is termed *workshifting* and is employed when the distribution of work over distance results in the availability of talent, a reduction in physical plant and other overhead costs, or other operational efficiencies. The resulting work environment invites workers who are attracted to the benefits of *telecommuting* (working electronically from home) and the associated flexible hours and significantly lower employment costs (such as investment in office-acceptable attire or transportation time and costs).

#### Course Outcomes

As a result of completing this course, you should be able to:

1. Recognize, analyze, and apply appropriate guidelines to create an effective workshifting model of measurable value to an organization.
2. Understand and demonstrate the synthesis and use of remoted employee evaluation and production assessment tools and processes.
3. Demonstrate understanding of the principles involved in cultivating employee motivation, building morale, developing collaboration, and creating effective work improvement plans incorporating “modern” electronic management tools.

#### Weekly Outline

Every week has a prescribed checklist of activities required to successfully complete the lesson. Follow this checklist, in the specified order, to complete each lesson.

Week	Topic	Requirements
Week 01	Leading Virtual Teams in Space, Time, and Culture	Discussion
Week 02	The Team - Its Need and Its Cultural Challenge	Discussion and Written Assignment
Week 03	Organizing a Virtual Team and Building Trust	Discussion and Written Assignment
Week 04	Using Technology to Keep in Touch	Discussion and Written Assignment
Week 05	Improving Communication, Feedback, and Problem Solving	Discuss and Written Assignment
Week 06	Performance Evaluation; Decision-Making	Discussion and Written Assignment
Week 07	Virtual Team-Building	Discussion
Week 08	Balancing YOUR Life; Helping Team Members Balance Theirs	Discussion and Written Assignment

### Required Textbooks

Textbooks required for this course include:

- Fisher, K., & Fisher, M. *Manager's Guide to Virtual Teams*. 2012. New York, NY: McGraw-Hill. Print ISBN 9780071754934 Digital ISBN: 9780071761543

\*See the [Required Readings](#) page for additional weekly course readings.

### Grades

Graded Assessment Types	Points	Weights (%)
Weekly Discussions (weeks 1-8, 35 points each week)	280	28%
Paper 1: Group Evaluation Metrics	100	10%
Paper 2: Proposal for Paper 6 (Final Researched Proposal)	100	10%
Paper 3: Team Creation Criteria	100	10%
Paper 4: Leadership Skills Required	100	10%
Paper 5: Employee Management	100	10%
Paper 6: Final Researched Proposal	220	22%
<b>Course Total</b>	<b>1000</b>	<b>100%</b>

Letter grades for the course will be based on the following grading scale:

Letter Grade	Percentage	Grade Point
A	93-100%	4.0
A -	90-92.9%	3.7
B +	87-89.9%	3.3
B	83-86.9%	3.0
B -	80-82.9%	2.7
C +	77-79.9%	2.3
C	75-76.9%	2.0
C -	73-74.9%	1.7
D +	70-72.9%	1.3
D	67-69.9%	1.0
D-	63-66.9%	0.7
F	0-62.9%	0.0

For complete information on the Grading Policy, please refer to the [CGCS Online Catalog](#).

### [Special Assignment Instructions](#)

All papers should be presented in a single file named with your last name and paper number (Jones2), and produced in Microsoft Word, Corel WordPerfect, RDF, or OpenOffice (Saved as MS Word). No PDF, Works, or Pages files will be accepted.

All six papers required of you in this course are the type of work expected of upper-level students who have taken the required preliminary writing courses; therefore, we expect each paper to be completed to specification the first time. Consequently, no revisions are permitted, regardless of grade earned. Grammar, spelling, and construction should not be issues here.

Please note that the workplace AND community measurement of managerial-level writing effectiveness is NOT the amount of time or effort you put into accomplishing the task; rather, it is the resulting product and its effect on the target audience. We use the same standard in grading your papers.

NOTE: Please refer to the Writing Guides for support using APA formatting. All papers using external citations/references must use APA in-text and References citations (no "Bibliographies," "Sources," "Works Cited" - titled pages will be accepted). If your researched proposal has no in-text APA-style citations OR is missing a References page, that is an automatic "F" - the result is NOT a paper with usable references. No cover sheets or title pages are required for any paper except on the researched proposal.

In terms of Academic Honesty in your writing, papers containing statements indicating multiple authors ("WE submit this proposal" or "WE/OUR COMMITTEE/GROUP/TEAM recommends") will receive a zero with no opportunity to re-submit as there is no way to determine how much of the writing was done by the student. Please review the Academic Honesty standards below for details.

### [Discussion Groups](#)

Consider the discussion forum as you would a face-to-face class discussion. If the class has left the room, you cannot carry on a discussion with them. No credit is given for responses that contain no thought or opinion, so comments like "I agree" and "Yeah, me too" have no weight. You are expected to bring substance to the table in the discussion of each of these topics.

Please refer the [Grading Guidelines and Rubrics](#) for detailed expectations, deadlines, and requirements for your posts.

## [Assignments Overview](#)

**Paper 1.** As a distance student, you are part of a distributed group. What must you do to earn a satisfactory evaluation from your supervisor (your instructor)? Identify at least three metrics you will be evaluated on. How do you know that your adherence to these metrics will result in a good assessment? How can you assure that you will not only earn a "Satisfactory" rating but will achieve an "Outstanding" evaluation?

Grading criteria:

- Lists three metrics for evaluating student performance
- Explains how adherence to each metric will result in positive evaluation
- Explains how an Outstanding evaluation can be obtained
- No grammatical, spelling, or composition errors
- Proper paragraph form

**Paper 2.** Submit a proposal to your instructor in memorandum form (with TO, FROM, SUBJECT, and DATE entries) addressing what you would like permission to do in response to the final paper (Paper 6) assignment for this course. Include these components, each introduced by a heading labeled: ABSTRACT, PROBLEM, PROPOSED SOLUTION, ACTIONS REQUIRED (by decision maker proposal is addressed to), and REFERENCES. List, in APA References format, two of the four required researched sources you intend to use in Paper 6.

Grading criteria:

- Produced in memo format with TO, FROM, SUBJECT, and DATE entries
- Addressed to your instructor
- Subject line notes the document is a request
- Requests permission to address an issue listed as an option for Paper 6
- Contains headings labeled: ABSTRACT, PROBLEM, PROPOSED SOLUTION, ACTIONS REQUIRED, and REFERENCES and discusses each topic thoroughly
- Lists two references to be used in Paper 6 in APA References format
- No grammatical, spelling, or composition errors
- Proper paragraph form

**Paper 3.** You have been asked by the CEO of your company to create a distributed team -- in a memo to your instructor list and discuss at least five criteria that must be addressed and discuss the need for and impact of each.

Grading criteria:

- Paper is created in proper memo format, addressed to your instructor
- Lists and discusses five criteria for creating a distributed team
- Discusses the need for using each criterion
- Explains the need for using each criterion
- No grammatical, spelling, or composition errors
- Proper paragraph form

**Paper 4.** The new element you were asked to develop in Paper 3 will require management that goes beyond daily oversight; what leadership skills will be essential to the venture's success? List at least three in a memo to your instructor and explain their use and impact. Distinguish each from routine management skills.

Grading criteria:

- Paper is created in proper memo format, addressed to your instructor
- Lists and discusses three leadership skills required to create and manage a distributed team
- Explains each leadership skill's application and impact
- No grammatical, spelling, or composition errors
- Proper paragraph form

**Paper 5.** One of your distance employees, Bob Beaumont, has been increasingly unhappy in completing his assigned tasks and this has come to your attention because of his decreased production AND because other employees have complained that they are getting criticizing e-mails from him soliciting their agreement concerning his perception of "unfair" and "uncaring" work conditions. Bob has not communicated any concerns to you, and, except for the other worker's complaints, you would have had no knowledge of his feelings. Compose an e-mail to Bob designed to "get to the bottom of" his issues constructively. Your e-mail should attempt to build bridges and increase both Bob's morale and that of the rest of the team (although this note is going ONLY to Bob).

Grading criteria:

- In appropriate e-mail format with TO, FROM, SUBJECT, and DATE entries
- Employs up-beat, concerned tone
- Assures open door atmosphere
- Builds relationships
- No grammatical, spelling, or composition errors
- Proper paragraph form

**Paper 6.** Choose one of these options and produce the required proposal:

(A) For your own company (or one you used to work for) identify an expansion of the company that would require the creation of a distributed team. Produce a researched proposal that addresses the benefits (and disadvantages) of such a venture based on evidence that it has worked for other (specific) companies.

(B) Select a company in your area or in some other region and propose to that company's key decision maker (the President or CEO) an expansion of the company that would require the creation of a distributed team. Produce a researched proposal that addresses the benefits (and disadvantages) of such a venture based on evidence that it has worked for other (specific) companies.

Your proposal should consist of [in this order] a Letter of Transmittal (external) or Routing Slip (internal) to a named, real decision maker, a Title Page (with your name, the addressee's name and position, the title of your proposal, and the date), an Abstract with key words, a Table of Contents (with page numbers), a List of Illustrations (also with page numbers), and the core proposal with sections addressing the problem (required production adjustment or expansion), your proposal to address the problem with a distributed team, the actions required of your decision maker (to whom this proposal is addressed), and a list of at least four external References in APA format. The References must be incorporated in the text in the form of APA-style citations, and you must include at least one graphic (not clipart) that furthers your argument.

Grading criteria:

- Begins with Letter of Transmittal if external; Routing Slip if internal
- Addressed to real person and position
- Addressed to a decision maker with authority to give final approval and take all required actions

- Abstract addresses purpose (to address a problem), the problem, the impact, the proposed solution, and the decision maker's required steps to eliminate the problem
- Written TO the decision maker, not ABOUT him or her
- Contains all required components (in this order: Letter of Transmittal/Routing Slip, Title Page, Table of Contents, List of Illustrations, core contents listing need/problem-solution with at least one illustration and four in-text, APA-style citations, and actions for decision maker, plus References page with at least four references used in text)
- No grammatical, spelling, or composition errors
- Proper paragraph form

## Late Work

Failure to submit papers on time will result in a penalty. This penalty can be up to 5% of the maximum final grade point value of the paper per day for each day late (for example if a paper's max value is 400 points, at most 20 points can be taken off each day it is late). The instructor does not have to impose the maximum. However, a penalty will be imposed unless the student has an excuse approved by the instructor. Unless arrangements have been made beforehand, it is expected that papers will be submitted on or before the due date.

## Academic Honesty and the Norwich University Honor Code

A student must submit work that represents the student's own original analysis and writing. Copying another's work is not appropriate. If the student relies on the research or writing of others, the student must cite those sources. Words or ideas that require citations include, but are not limited to all hardcopy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. While students are encouraged to seek editing feedback, extensive revisions of one's work by another person is considered a lack of academic honesty, as it is representing another student's work as one's own.

For more information see:

[Academic Dishonesty](#)

[Academic Integrity](#)

[Norwich University Honor Code](#)

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## Section 504 of the Rehabilitation Act of 1973/ADA

Please consult [Appendix H: University Policy - Section 504 of the Rehabilitation Act of 1973/Americans with Disabilities Act \(ADA\)](#) for instructions on obtaining an accommodation.

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Disclaimer: Please note the specifics of this Course Syllabus are subject to change. Students are responsible for abiding by any such changes. Your instructor will notify you of any changes.