

**MANAGEMENT 5870: Leadership Research and Development**  
The University of North Texas  
College of Business Administration  
Spring 2021

THIS IS AN 8 WEEK COURSE THAT MEETS THE 1ST HALF OF THE SEMESTER  
JANUARY 11 - MARCH 5, 2021

Instructor: Dr. Danielle Cooper

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Office Hours: By Appointment on Zoom Web conferencing

*Check course Announcements regularly for communication from the instructor throughout the semester.*

**COURSE ACCESS:**

This course will use the Canvas online learning platform. Access the course at <https://unt.instructure.com/>

- Login using your EUID and password under “Course Login”
- Click “MGMT 5870” from the list of courses
- You will need Acrobat Reader and RealPlayer for this course

**COURSE OBJECTIVES:**

1. To gain in-depth knowledge on the topic of leadership and relevant research informing the practice of leadership in organizations.
2. To learn practical tools and methods of leadership that will apply to a variety of organizational structures.
3. To become aware of how leadership topics apply to work settings through engaging in various activities in the course and conducting research on leaders.
4. To gain insight about your own personalities, skills, ethics, values, and beliefs as they relate to leading others.

**COURSE MATERIALS:**

*Leadership in Organizations*, 9<sup>th</sup> edition, Gary Yukl.

Selected readings as assigned within the course modules

**OVERVIEW OF COURSE REQUIREMENTS**

In this course, students will be required to complete two exams. They will also be required to complete weekly learning modules that present the course content for that week. Students are responsible for reading the textbook to supplement the material presented in the course module. Modules include discussion questions. Students are required to answer discussion questions within the discussion forum following the directions provided in the module and complete module quizzes each week.

**EVALUATION OF COURSE PERFORMANCE:**

**GRADE WEIGHTS:**

Exam 1	100 points
Exam 2	100 points
Modules	
Module Quizzes	35 points
Module Discussion Postings	70 points
Article Review	20 points
Professional Development	5 points
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Total Possible Points	330 points

<b><u>Grade</u></b>	<b><u>Sum of Course Points</u></b>
A	297 - 330
B	264 – 296.9
C	231 – 263.9
D	198 – 230.9
F	Below 198

## **EXAMS:**

The course includes two exams. Exams will be administered online on the Monday through Tuesday of the week they are assigned. You have a 26 hour window to access exams starting at 7pm on the Monday they are assigned and ending at 9pm on Tuesday. Once you have accessed the exam, you will only have a limited time to complete the exam. Exams consist of multiple choice and true false questions. Questions will be both content and application oriented.

Makeup exams will only be offered for absences in accordance with university policy AND when I am notified prior to the scheduled exam. Failure to take an exam without prior notice of an excused absence will result in a grade of zero for the exam. It is the student's responsibility to coordinate a date and time with me for any make-up exam.

You are responsible for taking exams in a location with a reliable computer and internet connection. If you do not have one at home, you are encouraged to find one in a local library or on the UNT campus.

## **COURSE ASSIGNMENTS AND DISCUSSIONS POSTINGS:**

**Modules:** You will complete 7 Course modules during the semester. Modules can be found on the course home page under "Course Modules." The schedule of Module Assignments can be found on the last page of your syllabus. Modules consist of an online notes, articles, quizzes, and weekly discussion postings that support the content of the modules. The online notes and articles are designed to complement the weekly textbook reading assignments. It is strongly recommended that you read your text assignment before completing the corresponding module. Course exams will be drawn from both the textbook reading and the modules. It is essential that you read both in preparing for your exams.

The module grade will be based on quizzes and discussion postings. Students must complete these assignments for each course module DURING THE WEEK IN WHICH IT WAS ASSIGNED. All quizzes and discussion forum participation that are required in the modules are due by Sunday at 12 midnight at the end of the week in which they were assigned. For example, Module #1 is assigned on Monday, January 11 and the associated quiz and discussion posting are due by the end of the day, Sunday, January 17 by 12 midnight. Please carefully read the instructions in each module.

**Module Quizzes:** Each module includes a 5 question quiz. The questions cover the information covered in the module, including information from the notes and corresponding textbook chapters, as well as supplementary videos/audio files/or articles in the module. Students will have 20 minutes to answer the five questions. Each question is worth 1 point, for a total of 5 possible points for each quiz.

**Discussion Postings:** Within the Course Modules, the instructor has posted supplementary articles, videos, cases, or audio files with associated discussion questions. These questions are designed to stimulate class discussion. These questions are part of the assignment for that week's module. Students must post comments and responses that address the questions and

promote in-depth discussion of module context. The Discussion Forum is a key feature of the course. Students enrolled in this course typically come from a variety of professional backgrounds, thus, adding to the diversity and scope of opinions. Class participants will have different perspectives that will add course depth. **Your participation and involvement are critical to the success of the course.**

Each module includes one set of discussion questions. Your posting answering this set of discussion questions is worth 10 points for each module. You are graded on the completeness of your responses to the questions, your inclusion of course and module concepts, and your original thinking. Be sure to respond to a classmate when required in the module questions.

### **ARTICLE REVIEW:**

Students will be responsible for reporting on an article on a Leadership topic. You will select an article from a newspaper or magazine (e.g. Wall Street Journal, Forbes, Harvard Business Review, Economist, Time, Financial Times) for review that is chosen to correspond with any of the Leadership topic areas covered in class (listed in the syllabus). The objective is to present you with the opportunity to read about a leadership issue that is of interest to you.

You will turn in both the article and a 2-page writeup about the article on Canvas. The writeup should be in Microsoft Word, using 12-point font, double-spaced.

The writeup should address the following issues:

- a. purpose of the article/very brief summary of its conclusions
- b. how the information in the article applies to your current job or organization (or if not currently employed, a potential future job or organization)
- c. how the article relates to material discussed in this course
- d. your personal opinion on the issue/information addressed in the article

You will be graded on the thoughtfulness of your discussion, the clarity and organization of your writing, and the completeness of addressing the above issues.

**PROFESSIONAL DEVELOPMENT:** It is important for leaders to engage in continuous personal and professional development. Part of this development includes learning from the experiences of leaders. In order to advance your professional development, you will attend a Zoom guest speaker lecture during the semester. Details about the guest speaker lecture will be provided through the Course Announcements.

#### Substitution activity:

If you are unable to attend a guest speaker lecture, I will allow you to substitute the following assignment for your professional development points. Go to:

<https://careercenter.unt.edu/resources/myplan/> Identify a resource that is helpful to you. For example, you can take search the career database and identify a job that interests you, you can

watch a video from the video library, you can take a personality test, profile your skills and weaknesses, etc.

Your assignment is to tell me which resource you found, what you learned, and how it relates to your future goals in approximately 250 words. You can upload this to Canvas at the Professional Development tab. You must complete this assignment by March 1 to get credit.

### **COURSE ASSISTANCE:**

At times, access to the course may be down due to server problems. The UNT CLEAR office will make students aware of such “downtime” whether expected or unexpected. Please see the UNT ecampus main access page ([ecampus.unt.edu](http://ecampus.unt.edu)) for announcements.

Functionality issues: If you have difficulty accessing the course, please contact the Student Support Staff at [helpdesk@unt.edu](mailto:helpdesk@unt.edu), phone: (940) 565-2324, in person: 130 Sage Hall. Support Desk Hours: M-Th, 8am-midnight; F, 8am-8pm; Sat, 9am-5pm; Sun, 8am-midnight.

**Contact Instructor:** If you cannot locate the answer or if you need additional information, contact your instructor using email. You may also contact your instructor when you have questions concerning assignments (accessing, using, submitting, grading, etc.)

### **STUDENTS WITH DISABILITIES:**

The College of Business Administration complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with a disability. If you have an established disability as defined by the Americans with Disabilities Act and would like to request an accommodation, please see me as soon as possible. My office hours and office number are noted above. University policy requires that within the first week of class students notify their instructor that accommodations will be needed.

### **RESEARCH PARTICIPATION**

You may have opportunities during the semester to serve as a research subject and earn extra credit toward the course grade. You may choose not to participate and an alternative means of earning extra credit will be made available to you.

### **POLICY ON CHEATING:**

Students are responsible for the textbook chapters outlined in this syllabus and for the course content reviewed in online Course Modules.

Students are expected to uphold University rules and standards of scholastic honesty and integrity. Cheating or other academic misconduct will not be tolerated. Violations will be subject to disciplinary action. Cheating includes collaboration on any assignments that will be

graded on an individual basis. It also includes plagiarism, unauthorized preparation of notes for use on exams, looking at another student's examination answers, or requesting or passing information during an examination. Students who become aware of suspicious activities are asked to promptly notify the professor so that immediate corrective action can be taken. Please refer to the University's policy on academic integrity: <http://vpaa.unt.edu/academic-integrity.htm>

You will be asked to agree to an ethics statement that outlines the ethical principles you are expected to adhere to in this course. The ethics statement will be made available to you on our course homepage.

### **NOTICE TO F1 VISA HOLDERS**

For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement [Title 8 CFR 214.2 Paragraph (f)(6)(i)(G)].

### **University of North Texas Compliance:**

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student's responsibility to do the following:

- (1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.
- (2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose. F-1 Visa holders will be required to attend weekly scheduled office visits throughout the term.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email [internationaladvising@unt.edu](mailto:internationaladvising@unt.edu)) to get clarification before the one-week deadline.

## **COVID-19 POLICY AND CLASS ATTENDANCE**

While participation is expected as outlined above, it is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. Please contact me if you are unable to participate because you are ill or due to a related issue regarding COVID-19. It is important that you communicate with me so I may make a decision about accommodating your request to be excused from class assignments.

If you are experiencing any symptoms of COVID-19 (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or [askSHWC@unt.edu](mailto:askSHWC@unt.edu)) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Hotline at 844-366-5892 or [COVID@unt.edu](mailto:COVID@unt.edu) for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure. While attendance is an important part of succeeding in this class, your own health, and those of others in the community, is more important.

## **SPOT**

The Student Perceptions of Teaching (SPOT) is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. I am very interested in the feedback I get from students, as I work to continually improve my teaching. I consider SPOT to be an important part of your participation in this class.

## CLASS SCHEDULE

Note: This is a flexible course schedule. The instructor reserves the right to change this schedule.

<u>Date</u>	<u>Topic</u>	<u>Assignment</u>
1/11	Module #1: Introducing Leadership and Managerial Work	Chapters 1,2
1/18	Module #2: Leader Behaviors and Decision-Making	Chapters 3,4
1/25	Module #3: Leading Change and Power	Chapters 5,6
2/1	<b>Exam One, Chapters 1-6</b> Module #4: Leader Traits, Charisma, and Transformational Leadership	Chapters 7,8
2/8	Module #5: Ethical Leadership and Dyadic Relationships	Chapters 9,10
2/15	Module #6: Leadership in Teams and Organizations <b>Article Review Due by Midnight 2/15</b>	Chapters 11,12
2/22	Module #7: Cross-Cultural Leadership and Developing Leadership Skills	Chapters 13,14
3/1	<b>Exam Two, Chapters 7-14</b>	