



**MGMT 5870: Leadership Research and Development**

**Spring 2020**

**Mon 9:00 am – 11:50 am**

**BLB 6o**

Department of Management  
G. Brint Ryan College of Business  
University of North Texas

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**Instructor Contact Information**

**Instructor:** Hoda Vaziri, PhD

**Office:** BLB 385L

**Email:** [hoda.vaziri@unt.edu](mailto:hoda.vaziri@unt.edu) (best way to reach me)

**Phone:** 940.565.3158

**Office Hours:** Tuesdays & Thursdays 1:00 – 2:30 pm or by appointment

**\*\*Be sure to include MGMT 5870 in the Subject Line when you email me\*\***

**Course Description and Learning Objectives**

MGMT 5870 is about understanding the nature of leadership in organizations and reviewing theories that examine effective and ineffective leadership. Upon the completion of the course, you will:

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

**Materials**

We will use the following textbook for this course. Chapter readings are closely aligned with lesson content and assignments. **Please read the assigned chapters before coming to class.**

*Leadership in Organizations, 8th Edition, G. Yukl, Pearson (ISBN: 978-0132771863), 2013.*

We will also be using a series of HBR case studies that you will need to purchase for the class. The link to buy these cases will be uploaded on Canvas.

**Overview of Course Requirements and Grading Policy**

In this course, students will be required to complete two exams and three quizzes. Students are also responsible for reading the textbook and assigned case readings. Students are required to participate in four team assignments throughout the semester.

Assignment	Possible Points	Grade	Sum of course points
Exams	200pts	A	324-360
2 Exams @100pts ea.		B	288-323
Case Reflections	50pts	C	252-287
5 Case Reflections @10pts ea.		D	216-251
Quizzes	15pts	F	Below 215
3 Quizzes @5pts ea.			
Team Projects			
Discussion Leadership	25pts		
Leader Analysis Paper	50pts		
Leader Analysis Presentation	20pts		
<b>Total Possible Points</b>	<b>360pts</b>		

**Exams**

The course includes two exams. Exams consist of multiple choice and true false questions. Questions will be both content and application oriented. Please see the course schedule at the end of the syllabus for dates and times of the exams. **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 noticed 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.

**Quizzes**

Three times during the semester, students will respond to a 5 question quiz during class. The quiz questions cover the information covered in previous classes, including information from the notes and corresponding textbook chapters, as well as supplementary videos/audio files/or articles discussed in class. Each question is worth 1 point, for a total of 5 possible points for each quiz.

**Case Reflection Paper**

You are assigned six cases to read throughout the semester that relate to that day’s course content. You are required to write an approximately one page reflection paper on five of the four case assignments (you are not required to write a reflection paper for the case that is

assigned to your group for class presentation and discussion). In your paper, you will address the following:

- a. What do you think are the key issues that emerge in the case?
- b. How do the key issues in the case relate to course concepts?
- c. What is your opinion and/or recommendation about the key issues in the case?

**Format and grading:** This paper should be about 1 page in length in 12 point font, double-spaced. Each paper will be graded on a 10 point scale. You will be graded on the thoughtfulness of your analysis, appropriate use of course concepts, and the clarity and organization of your writing.

**Due date:** You will submit your responses on Canvas prior to the class that the case is scheduled to be discussed (by 9 a.m.). **No hard copies or late submission will be accepted.** Please see course schedule for the dates that we will be discussing each case.

## **TEAM PROJECTS**

Each student will be randomly assigned to a group of 5-6 students. Students are responsible to work with their teammates on the following assignments.

### **Discussion Leadership**

Your team will be assigned one of the cases that will be covered throughout the semester. You and your team will be in charge of leading a discussion about the case on the day the case is assigned. Please see the course schedule for the dates associated with each case. Your presentation should include:

- 1) Providing questions for class discussion
- 2) Guiding class discussion
- 3) Providing the team's opinion on the questions and/or its recommendation for the case problem

You will be graded on:

- 1) the team's ability to link the case or article to theories and concepts discussed in class
- 2) the thoroughness of the team's preparation and their coverage of the article or case
- 3) the team's analytical thinking regarding the article or case

### **Leader Analysis Project**

**Paper:** Your team will write a research paper about two business leaders from any industry. Your chosen leaders may be current leaders or historical figures. You can research your leaders through media reporting services such as news magazines, business magazines, trade magazines, and newspapers or historical documentation in books and encyclopedias. You may

use web resources but these should be used along with other sources and should be cited appropriately. The paper will include the following sections:

- (a) A brief biography of each leader including information regarding family history, education, and career (about 1 page per leader).
- (b) Your analysis of the leadership style for each of the leaders using concepts from our course. Include your opinion about what traits or behaviors led to success and/or failure for these leaders (about 2 pages per leader).
- (c) A compare/contrast analysis of the two leaders you chose. How are their styles similar or different? Did this lead to different success outcomes for these leaders? (about 2 pages total).

**Format and grading:** This paper should be about 8 pages in length in 12 point font, double-spaced. You will be graded on the depth of your research, the thoughtfulness of your analysis and appropriate use of course concepts, and the clarity and organization of your writing.

**Due date:** You will submit your paper on Canvas on the due date before the class starts (9:00 am). The paper is due April 27.

**Citations:** If you use information from any source, that source must be cited in your paper. Citations should be made in-text and then listed in full in a reference section at the end of your paper.

This is an example of an in-text citation: According to Lao Tzu, “a leader is best when people barely know he exists; when his work is done, his aim fulfilled, they will say: we did it ourselves” (Kruse, Forbes.com).

If you use the exact wording from a source, it should be written in quotations and cited with the page number or website of the source. Using the exact wording from a source without quotations can be considered plagiarism.

The list of citations at the end of your paper can be formatted in either MLA or APA citation styles. You can find these style guides online and in the UNT library. This is an example of a citation in your reference section:

Kruse, Kevin. "100 Best Quotes on Leadership." Forbes.com, Forbes. 16 October 2012. Web. 22 July 2013.

**Presentation:** Your team will deliver a presentation to the class describing your two leaders and your analysis of their leadership styles. Your presentation should last about 15 minutes. All members of your group should participate in the presentation. You will need to create PowerPoint slides to support your presentation.

## 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.)

## Student Academic Support Services

- [Code of Student Conduct](#): provides Code of Student Conduct along with other useful links
- [Office of Disability Access](#): exists to prevent discrimination based on disability and to help students reach a higher level of independence
- [Counseling and Testing Services](#): provides counseling services to the UNT community, as well as testing services; such as admissions testing, computer-based testing, career testing, and other tests
- [UNT Libraries](#)
- [UNT Learning Center](#): provides a variety of services, including tutoring, to enhance the student academic experience
- [UNT Writing Center](#): offers free writing tutoring to all UNT students, undergraduate and graduate, including online tutoring
- [Succeed at UNT](#): information regarding how to be a successful student at UNT

## UNT POLICIES

### Academic Integrity Policy

Academic Integrity Standards and Consequences. According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or

sanctions ranging from admonition to expulsion from the University. [Insert specific sanction or academic penalty for specific academic integrity violation.]

### **ADA Policy**

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the ODA website at [disability.unt.edu](http://disability.unt.edu).

### **Emergency Notification & Procedures**

UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Blackboard for contingency plans for covering course materials.

### **Emergency Evacuation Procedures for Business Leadership Building:**

**Severe Weather.** In the event of severe weather, all building occupants should immediately seek shelter in the designated shelter-in-place area in the building. If unable to safely move to the designated shelter-in-place area, seek shelter in a windowless interior room or hallway on the lowest floor of the building. All building occupants should take shelter in rooms 055, 077, 090, and the restrooms on the basement level. In rooms 170, 155, and the restrooms on the first floor.

**Bomb Threat/Fire.** In the event of a bomb threat or fire in the building, all building occupants should immediately evacuate the building using the nearest exit. Once outside, proceed to the designated assembly area. If unable to safely move to the designated assembly area, contact one or more members of your department or unit to let them know you are safe and inform them of your whereabouts. Persons with mobility impairments who are unable to safely exit the building should move to a designated area of refuge and await assistance from emergency responders. All building occupants should immediately evacuate the building and proceed to the south side of Crumley Hall in the grassy area, west of parking lot 24.

### **Retention of Student Records**

Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Blackboard online system, including grading information and comments, is also stored in a safe electronic environment for one year. Students have the right to view their individual record; however, information about student's records will not be divulged to other individuals without proper written consent. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

### **Acceptable Student Behavior**

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The University's expectations for student conduct apply to all instructional forums, including University and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at [deanofstudents.unt.edu/conduct](http://deanofstudents.unt.edu/conduct).

### **Access to Information - Eagle Connect**

Students' access point for business and academic services at UNT is located at: [my.unt.edu](http://my.unt.edu). All official communication from the University will be delivered to a student's Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward e-mail: [eagleconnect.unt.edu/](http://eagleconnect.unt.edu/)

### **Student Evaluation Administration Dates**

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be made available during weeks 13, 14 and 15 of the long semesters to provide students with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" ([no-reply@iasystem.org](mailto:no-reply@iasystem.org)) with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey has been submitted. For additional information, please visit the SPOT website at <http://spot.unt.edu/> or email [spot@unt.edu](mailto:spot@unt.edu).

### **Sexual Assault Prevention**

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. Federal laws (Title IX and the Violence Against Women Act) and UNT policies prohibit discrimination on the basis of sex, and therefore prohibit sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking, and/or sexual assault, there are campus resources available to provide support and assistance. UNT's Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at [SurvivorAdvocate@unt.edu](mailto:SurvivorAdvocate@unt.edu) or by calling the Dean of Students Office at 940-565- 2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at [oeo@unt.edu](mailto:oeo@unt.edu) or at (940) 565 2759.

### **Important Notice for F-1 Students taking Distance Education Courses**

#### **Federal Regulation**

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the Electronic Code of Federal Regulations website at <http://www.ecfr.gov/>. The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph reads:

(G) 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.

#### **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.

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.

### **Student Verification**

UNT takes measures to protect the integrity of educational credentials awarded to students enrolled in distance education courses by verifying student identity, protecting student privacy, and notifying students of any special meeting times/locations or additional charges associated with student identity verification in distance education courses.

See [UNT Policy 07-002 Student Identity Verification, Privacy, and Notification and Distance Education Courses](#).

### **Use of Student Work**

A student owns the copyright for all work (e.g. software, photographs, reports, presentations, and email postings) he or she creates within a class and the University is not entitled to use any student work without the student's permission unless all of the following criteria are met:

- The work is used only once.
- The work is not used in its entirety.
- Use of the work does not affect any potential profits from the work.
- The student is not identified.

- The work is identified as student work.

If the use of the work does not meet all of the above criteria, then the University office or department using the work must obtain the student's written permission.

Download the UNT System Permission, Waiver and Release Form

### **Transmission and Recording of Student Images in Electronically-Delivered Courses**

1. No permission is needed from a student for his or her image or voice to be transmitted live via videoconference or streaming media, but all students should be informed when courses are to be conducted using either method of delivery.
2. In the event an instructor records student presentations, he or she must obtain permission from the student using a signed release in order to use the recording for future classes in accordance with the Use of Student-Created Work guidelines above.
3. Instructors who video-record their class lectures with the intention of re-using some or all of recordings for future class offerings must notify students on the course syllabus if students' images may appear on video. Instructors are also advised to provide accommodation for students who do not wish to appear in class recordings.

Example: This course employs lecture capture technology to record class sessions. Students may occasionally appear on video. The lecture recordings will be available to you for study purposes and may also be reused in future course offerings.

No notification is needed if only audio and slide capture is used or if the video only records the instructor's image. However, the instructor is encouraged to let students know the recordings will be available to them for study purposes.

**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>
Mon., Jan. 13	Introducing Leadership	Chapter 1
Mon., Jan. 20	MLK Day - No Class	
Mon., Jan. 27	Managerial Work and Leadership Behavior	Chapters 2, 3
Mon., Feb. 3	Leading Change and Innovation <b>Case 1: The Perils and Pitfalls of Leading Change</b>	Chapter 4
Mon., Feb. 10	<b>Quiz 1</b> Participative Leadership and Empowerment <b>Case 2: Turn the Ship Around</b>	Chapter 5
Mon., Feb. 17	Leadership Traits and Skills <b>Case 3: Terry Tesco's Long Shelf Life</b>	Chapter 6
Mon., Feb. 24	Contingency Theories and Adaptive Leadership	Chapter 7
<b>Mon., Mar. 2</b>	<b>Exam One, Chapters 1-7</b>	
Mon., Mar. 9	Spring Break - No Class	
Mon., Mar. 16	Power and Influence Tactics <b>Case 4: Coach Knight and Coach K</b>	Chapter 8
Mon., Mar. 23	<b>Quiz 2</b> Dyadic Relations and Followers	Chapter 9
Mon., Mar. 30	Leadership in Teams & Strategic Leadership in Organizations	Chapter 10 & 11
Mon., Apr. 6	Charismatic and Transformational Leadership <b>Case 5: So Long to SingleStop?</b>	Chapter 12
Mon., Apr. 13	Ethical, Servant, Spiritual and Authentic Leadership <b>Case 6: Oprah!</b>	Chapter 13
Mon., Apr. 20	<b>Quiz 3</b> Cross-Cultural Leadership and Diversity	Chapter 14
Mon., Apr. 27	Leader Analysis Presentations <b>Leader Analysis Papers Due</b>	
<b>Wed., May. 6</b>	<b>Exam Two, Chapters 8-14 (8:00 a.m. - 10:00 a.m.)</b>	

