

Fall 2015

## **MANG 4424**

Joseph V. Wilson III  
*University of New Orleans*

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### **Recommended Citation**

Wilson, Joseph V. III, "MANG 4424" (2015). *University of New Orleans Syllabi*. Paper 728.  
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University of New Orleans  
 Management 4424: Leadership in Organizations  
 Fall 2015 Internet      Section 476 (11182)



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 Fridays (vs) and by appointment

**Text:** Northouse. Leadership: Theory and Practice, (7th Ed.). Sage Publications, Inc. with Interactive Ebook ISBN 978-150-630-5288

**Course Description:** Students will engage in an examination and application of leadership theory and practice in a variety of organizations and situational settings.

**Student Learning Objectives:** As students successfully complete this course, they will be able to -

1. Identify a variety of leadership perspectives and abilities
2. Cite effective leaders/practices that create value for stakeholders in various situations
3. Evaluate leadership styles and assess their situational suitability
4. Recognize the impact of environmental forces on leadership practice
5. Operate as a positive leader and follower in a team environment
6. Summarize and apply key leadership concepts

<b>Instructor Commitment</b>	<b>The Instructor will model excellence and professionalism in organization, preparation, delivery and responsiveness to support students learning and leadership growth.</b>
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Getting Started	<p><b>The first thing</b> to do is to <u>read and understand this Syllabus and course requirements</u>. Then, go to the Moodle Introductions Forum and <u>post an Introduction</u> sharing 4 things: your <u>name</u>, your <u>major</u>, <u>expected graduation date</u>, and <u>where you are currently living</u> (i.e., East New Orleans, Marrero, Seattle). <b>When making this entry, also include the following 2 statements:</b></p> <p><u>1. "I have read the syllabus and understand the requirements, expectations and due dates for this course and will observe the university's academic integrity policy.</u></p> <p><u>2. CHOOSE ONE "I plan to take the course final exam on campus on Saturday, November 21 from 9-11 AM" OR "I will email the Instructor by August 31 to request approval for a proctored exam at a remote location in accordance with the Proctored exam policy set forth in the Syllabus Appendix B."</u> <i>(Note - students approved for a proctored exam at another time/authorized place will be responsible for all arrangements and fees associated with proctored exams).</i></p> <p><b>Next</b>, familiarize yourself with Moodle and its resources.</p>
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**SEE APPENDIX A FOR TIPS FOR USING YOUR TEXT/SageEDGE WEBSITE AND EBOOK FOR COURSE SUCCESS**

**GRADING/Evaluation:**

Individual Chapter Quizzes (10)	10%
<b>Individual Assignment</b> Leader Profile Paper	<b>20%</b>
<b>Team Component</b> Leader Profile Presentation	20%
Exam 1 (Chapters 1-5, 14, 8, 9)	10%
Exam 2 (Chapters 10-13)	10%
Exam 3 Final (Chapters as above)	29%
<b>Course Evaluation</b>	<b><u>1%</u></b>
	100%
<i>Leadership Instruments</i>	<i>Bonus opportunity if completed as required</i>

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<p>Chapter Quizzes</p>	<p>As you complete each assigned text chapter, you will take an on-line quiz and email the results to your instructor at <a href="mailto:jvwilso1@uno.edu">jvwilso1@uno.edu</a> . You are individually responsible and honor bound to complete the quiz on your own – you may use any course materials when taking these quizzes. <b>You may take these quizzes any time PRIOR to the stated deadline.</b></p> <p>There are 12 assigned chapters for the semester and you may take an individual quiz as many times as you like prior to its deadline. Once you have completed the quiz with a score of 70 or above, forward the results to me via email prior to the deadline indicated (quizzes received after deadlines or with scores below 70 will receive a zero score). <u>In the subject line of your email be sure to follow this example</u> (failure to do so will result in a zero for the quiz):</p> <p>FW: Last name first initial, Chapter _ Quiz</p> <p>So, here is what the subject line would like if I were a student:</p> <p>FW: WilsonJ, Chapter 1 Quiz</p> <p>Chapter quizzes can be found on the text website under the respective chapter - <a href="https://edge.sagepub.com/northouse7e/student-resources">https://edge.sagepub.com/northouse7e/student-resources</a></p> <p>The lowest 2 quiz scores will be dropped (the remaining 10 will count for 1% each for toward your semester grade. Missed quizzes will receive a score of zero, so stay on top or ahead of the quiz schedule...NOTE that in weeks 2, 3 and 4, you will be submit 2 quizzes a week.</p>
<p>Leader Profile Paper</p>	<p><b>Each student</b> will prepare a Leader Profile Paper analyzing a well-known leader of an organization from <u>one</u> of the following categories:</p> <ol style="list-style-type: none"> <li>1. For profit (business)</li> <li>2. Military</li> <li>3. Non-profit</li> <li>4. Political</li> <li>5. Religion/Spiritual</li> <li>6. Team (athletic, etc.)</li> </ol> <p><i>For now, give consideration ONLY to the <b>categories of leader</b> you would be most interested in studying in more detail. You will be asked to provide your category preferences in the early weeks of the course. The specific leader you research and analyze will be determined in conjunction with your team assignment and instructions which will be made available on Moodle.</i></p> <p>Your paper will address the following points concerning the chosen leader:</p>

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Leader Profile  
Paper (con't)

- Identification (background and description)
- Major accomplishments and failures
- Leadership strengths and weaknesses  
(citing theory from text!)
- 3 advocate and 3 detractor points of view
- Summary of the three most important leadership lessons learned and a memory device to help the reader recall them

Students will read and draw strongly from a biography or autobiography of the chosen leader. The Instructor must approve the leader and primary resource book chosen by the student in advance. *This will not be done until teams are formed by the Instructor based as much as possible on students' areas of particular interest. Members of each team will profile the same leader.*

The bibliography for this paper (not included in its 5 page maximum) should include at minimum, the course text, the approved book on the leader and three additional sources. Papers will use 12 point Times New Roman font, double-spaced.

The student's goal will be to convince the reader that s/he has deepened his or her **understanding and application of text leadership concepts and principles**. Students are encouraged to be creative and compelling.

<u>Grading</u>	<u>Weight</u>
❖ Analysis/application of text leadership concepts	65%
❖ Professionalism (grammar, spelling, clarity)	25%
❖ Creativity	10%

*Late submissions will be docked 10 points for every 8 hours beyond the stated deadline. (Example - for an 8:00 AM deadline, if a paper was submitted on Moodle at 1 PM the same day, there would be a 10 point deduction)*

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**Team Component**

Students will be assigned to teams that will prepare a narrated 25 minute Leader Profile PowerPoint Presentation and a set of 10 expected questions and answers (as if it had been presented to an audience at a leadership conference). The objective of the presentation will be to summarize and communicate combined leadership learnings using the leader (same) that each of the team members read and wrote about in their individual papers.

These narrated PowerPoint presentations will follow the same outline as the students' individual Leader Profile papers. The narration should be imbedded in the PowerPoint.

**Team members WILL NOT collaborate on preparation of individual papers. After submission, the Instructor will authorize an exchange of papers between team members.**

<u>Team PPT Grading</u>	<u>Weight</u>
❖ Analysis/application of leadership theory and practice	50%
❖ Narration	20%
❖ Design/effectiveness of icon and memory device	10%
❖ PowerPoint	20%

*Late submissions will be docked 10 points for every 8 hours beyond the stated deadline.*

**Team Member Peer Evaluations**

Team members will complete evaluations of the contribution and cooperation of fellow members and have input into the team component grades earned by each member. Each member is expected to be a fair share participant in the team's workload.

**The Instructor reserves the right to further adjust the grades of members who receive poor evaluations from their team.**

Team members are expected to communicate and coordinate just as they were working for a company (even if your team members are geographically dispersed). As such, consistent participation with advance preparation should be the "norm" once the team portion of the course is reached (meetings, emails, phone interactions, etc.). **In summary, peer evaluations are important and can result in the adjustment of semester points affecting up to 20% of a student's grade.**

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<p style="text-align: center;"><b>Exams</b></p>	<p>Exams 1 and 2 will each cover specified chapters and will be multiple choice tests taken on Moodle (similar to the weekly chapter quizzes).</p> <p>Exam 3 will cover leadership theory and concepts derived from the 12 chapters covered during the semester. It will be taken on November 21 and will consist of multiple choice, true/false, short answer and essay questions. The Instructor will provide a mastery (study) guide as indicated on the Blueprint for Success (course calendar) below.</p>
<p style="text-align: center;"><b>Course Evaluation</b></p>	<p>At the end of the semester, you will have the opportunity to complete a course evaluation. The evaluation is confidential (instructors see only summary results after you receive your grade from the Registrar). Evaluations are important to you and UNO...they help ensure that we continue to provide high caliber educational offerings and maintain the accreditations which create value for your degree. <b>Students who email confirmation of completion will receive a 100 for this evaluation.</b></p>
<p style="text-align: center;"><b>Bonus Opportunity- Leadership Instruments</b></p>	<p>The text chapters we are covering (except chapter 1) offer a Leadership Instrument example relating to what you have read. <u>Students who complete and copy the assigned instruments, handwrite their own personal learnings/insights on each and deliver ALL of them together to the Instructor by November 21 (campus, mail, email, etc.) will receive a 2 point semester average bonus.</u> For those instruments that call for surveying others, please indicate the names of those who completed an assessment on your document. A .pdf copy of all instruments can be found under the Syllabus on Moodle and there is an electronic version with your Ebook that is even easier to use.</p> <p>This is an <b>ALL or NONE bonus</b>...partial credit will not be awarded for submitting some, but not ALL of the instruments.</p> <p><b>BONUS Bonus</b> – for students completing the instruments for chapters not covered in the course (Ch 6, 7, 15, 16), an additional 1 semester average bonus point is available if submitted <u>with</u> those above.</p>
<p style="text-align: center;"><b>Grading Scale</b></p>	<p>A 89.45-100 B 79.45-89.44 C 69.45-79.44  D 59.45-69.44 F &lt; 59.45</p>
<p style="text-align: center;"><b>Communication Policy</b></p>	<p>Students are responsible for maintaining access (username and password) for a UNO email account. To simplify communication, <u>we will only use your UNO email (e.g., student@uno.edu). We will use these to send important course information.</u> Moodle accounts are created using UNO email addresses. Be sure your UNO username and passwords are current for access to Moodle to avoid being locked out on last minute quizzes/assignments.</p>

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	Note: On emails, <b>INCLUDE YOUR NAME AND SECTION</b> and <b>TRY TO LIMIT EACH EMAIL TO ONE QUESTION OR COMMENT</b> . This will allow efficient communication and resolution of issues.
<b>Assignment Policy</b>	<p><b>Format:</b> Submit all of your papers with 12 pt Times New Roman font double spaced in one of the following formats:</p> <ol style="list-style-type: none"> <li>1. MS Word users – submit in MS Word .doc or .docx</li> <li>2. MS Works Word users – submit as .rtf</li> <li>3. Mac users – submit as .rtf</li> </ol> <p><b>Submission:</b> Student papers and PowerPoint team presentations must be <u>submitted via Moodle Assignments</u>.</p> <p><b>Name:</b> On your papers, place your whole name and section # to ensure you receive proper credit.</p>
<b>Technology Requirements and Experience</b>	You should have experience with and regular access to the internet, email, Moodle, Microsoft Word (or an alternate as specified in the Assignment policy above) and PowerPoint.
<b>Academic Integrity</b>	Academic integrity is fundamental to the process of learning and evaluating academic performance. Academic dishonesty will not be tolerated. Academic dishonesty includes, but is not limited to, the following: cheating, plagiarism, tampering with academic records and examinations, falsifying identity, and being an accessory to acts of academic dishonesty. Refer to the Student Code of Conduct for further information. It is available online at <a href="http://www.studentaffairs.uno.edu">http://www.studentaffairs.uno.edu</a> .
<b>Proctored Exam Policy</b>	To ensure academic integrity, all students enrolled in distance learning courses at the University of New Orleans may be required to participate in additional student identification procedures. At the discretion of the faculty member teaching the course, these measures may include on-campus proctored examinations, off-site or online proctored examinations, or other reasonable measures to ensure student identity. Authentication measures for this course's final exam are identified in the Appendix to this Syllabus.
<b>Accommodation</b>	It is University policy to provide, on a flexible and individualized basis, reasonable accommodations to students who have disabilities that may affect their ability to participate in course activities or to meet course requirements. Students with disabilities should contact the Office of Disability Services as well as their instructors to discuss their individual needs for accommodations. For more information, please go to <a href="http://www.ods.uno.edu">http://www.ods.uno.edu</a> .



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<b>Privacy Policy</b>	All personal information you provide your Instructor will be used only to establish you as an officially registered participant in the course and to make appropriate assignments. Your personal information will not be shared with any other parties, including your individual performance in the course (except for the UNO Registrar for your University record).
<b>Resources</b>	During the course, you will use your text, text companion website, EBook and other information for review including selected Internet links. PowerPoint slides for text chapters are available in the Course Moodle site to support your learning.
<b>Other Class Policies and Expectations</b>	<p>Check the News Forum and Calendar in Moodle and your UNO email <b>DAILY</b>.</p> <p>Become familiar with course documents and assignments on Moodle (especially Syllabus). If your UNO email address has not recently changed, update it. Failure to do so may result in missed communications.</p> <p>Exam absences not covered by a valid excuse (per University policy) may result in a grade of zero for the exam. Missed exam make-ups will be rare and must be supported by a valid documented "emergency" excuse.</p> <p>Assignment due dates are posted in this Syllabus and on the Moodle Calendar.</p> <p>If you do not understand course expectations, materials or activities, seek help immediately. I strongly encourage you not to wait until just before an assignment is due or an exam is scheduled.</p> <p>Fairness to students who diligently follow Syllabus expectations is a core value in deciding issues and responding to requests for "special" treatment.</p> <p>Treat others with respect (this includes providing constructive and timely feedback, using appropriate language and proactively engaging team members).</p>

Instructor Advice

Critical elements determining your success in this course will be self-discipline, proactive time management, keeping up with schedules, high levels of coordination with teammates, regular access to the internet and a strong desire and ability to teach yourself and learn on your own. Read and re-read the Syllabus and Moodle postings and mark your calendar with reminders for individual and team assignments. I cannot over emphasize how important it is to self-manage and have frequent, quality interactions with members once teams are formed!

My expectations are that you operate with integrity in your dealings with me and your fellow students, engage course materials with attention and dedication, persevere when challenged by difficult activities, contribute to the learning of others in our section and perform in accordance with the standards presented in this syllabus.

With the successful completion of this course, you will be better equipped to lead and follow more effectively...and to evaluate and understand leaders in a variety of arenas.

I look forward to working with you this semester!!!

**SEE THE NEXT PAGE FOR COURSE TIMETABLES**

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Week	Text Reading	Quizzes All due Mondays	Assignments and Exams
8/17	Ch 1 Introduction/Definition		Getting Started Syllabus and Moodle Review
8/24	Ch 2-3 Trait and Skills	Ch 1 due 8 AM 8/24	Moodle Introduction Post due 8 AM 8/29 SAT
8/31	Ch 4-5 Behavioral and Situational	Ch 2-3 due 8 AM 8/31	Preference for CATEGORY of Leader due 8 AM 9/3
9/7	Ch 14, 8 Team and Transformational	Ch 4-5 due 8 AM 9/7	Team Assignments (Instructions to be posted on Moodle)
9/14	Ch 9 Authentic	Ch 14, 8 due 8 AM 9/14	Leader/Book Approval (Instructions to be posted on Moodle)
9/21	Ch 10 Servant	Ch 9 due 8 AM 9/21	Exam 1 – Ch 1-5, 8, 9, 14 due 8 AM 9/24 TH
9/28	Ch 11 Adaptive	Ch 10 due 8 AM 9/28	
10/5	Ch 12 Psychodynamic	Ch 11 due 8 AM 10/5	
10/12	Ch 13 Ethics	Ch 12 due 8 AM 10/12	
10/19		Ch 13 due 8 AM 10/19	Exam 2 – Ch 10, 11, 12, 13 due 8 AM 10/23 TH
10/26	Instructor provides Exam Study Guide for Exam 3		Individual Leader Profile Paper Due 8 AM 10/26 FRI
11/16			Narrated Team Leader PowerPoint Team and Course Evaluations  Exam 3 9-11 AM Saturday 11/21 (Campus or Proctored Option per Syllabus)  Leadership Instruments (bonus option) 9-11 AM Saturday 11/21

**Appendix A TIPS FOR USING YOUR TEXT/SageEDGE WEBSITE AND EBOOK**

### TEXT WEBSITE

When you access the text website (<https://edge.sagepub.com/northouse7e/student-resources>), you will find a recommended ACTION PLAN for each chapter. Here is Chapter 2 as an example:

Actions

- Read Chapter 2: Trait Approach in your textbook.
- Review the [learning objectives](#) to reinforce the most important material.
- Take the [practice quiz](#) to assist in your mastery of course material.
- Review the [eFlashcards](#) and strengthen your understanding of key terms and concepts.
- Watch [video of Peter Northouse](#) discussing key concepts of leadership
- Explore the [multimedia resources](#) for further exploration of topics.
- Complete the [web exercises](#) to extend and reinforce learning.
- Explore full-text [SAGE readings](#) that have been carefully selected to support and expand on the concepts presented in the chapter.
- Prepare for class by answering [the review questions](#).

**I have checked the ACTION PLAN activities above that I would personally pursue to ensure course success.**

The unchecked items provide “deeper dives” for students desiring more leadership immersion and perspective as well as possible reference material for the course paper. The chapter quiz is what must be submitted as per the instructions for Individual Chapter Quizzes.

### COURSE EBOOK SUPPORT

Your course EBook site (<https://online.vitalsource.com/signin>) allows you to access and read the course text highlighting and making notes as well as providing an electronic means of completing Leadership Instruments that can earn bonus points.



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**A request for an approved proctor should include the above information and be sent to the Instructor by August 31.**

**Notes –**