

UNIVERSITY OF MASSACHUSETTS DARTMOUTH

Charlton College of Business

Department of Management & Marketing

Course Information

Course Name	Leading and Managing People
Course ID	MGT 465
Semester & Mode	Summer 2019, 7-week Online
Prerequisites	MGT 201
Course Credits	3

Instructor Information

Instructor	Konrad Jamro
Email	kjamro@umassd.edu
Office Hours	By appointment

Course Description

In this class we will learn what managing and leading people entail. We will focus on skills and techniques that managers and leaders need to be effective in contemporary organizations and to make an impact in their environments. These skills are related to, inter alia, building relationships with different stakeholders, individual and group decision-making, gaining and retaining power, and influencing others. We will also address personal characteristics, communication styles, and ethical sensitivity, and discuss how these attributes can influence the effectiveness of a leader or manager. The course integrates concepts and theories with the realities of managing in modern organizations.

Required Text:

DuBrin, Andrew J., *Leadership: Research Findings, Practice, and Skills*, 8th ed., (2016) South-Western, Cengage Learning. ISBN: 9781285866369, (*both 7th and 8th editions are acceptable and available on course reserves*)

You may access the book by visiting course reserves in the Claire T. Carney Library. In addition, you may consider getting an abridged digital version of the book for a negotiated price (\$30.44) at the publisher website (a link will be provided later)

Course Objectives

This course will help you to improve your leadership skills that – regardless of your professional career choices – will also be indispensable in other roles you will take during the course of your life such as a spouse, parent, volunteer, civic and community leader, etc. In particular, this course will assist you in:

- a) Discovering, understanding and building on the strengths of your personality traits so that you become a more effective leader (Week 1, 2, and 6)
- b) Honing your skills helpful in managing and leading organizations, teams and individuals (Week 2, 3, 4, and 5)
- c) Reflecting on, developing of and compensating for weaknesses in your leadership skills (Week 5, 6, 7)
- d) Addressing ethical challenges leaders and managers face in contemporary organizations (Week 5, 6).

Methods of Instruction

This is an online, seven-week, course. Therefore students should be prepared to spend about 4-6 hours a week on readings and course assignments. While you may feel that there is a lot to do on a weekly basis, remember that in a traditional “live” course you would be coming to class for 3 hours and then spending an additional few hours outside of

class on assignments and reading. In our online course environment my expectation is that you will be spending those 3 “class hours” on your own, working on the concepts that you would usually get in a live lecture. Please be sure to budget your time accordingly!

A week of instructions starts on Monday and ends next Sunday midnight (Eastern Time Zone). Each week will include several required readings such as a chapter from the course book, a couple of additional articles and short presentations with my comments and clarifications of the readings. On top of the readings, there will be a few activities and assignments to complete, including online discussions, real-life exercises, written analyses, team work, self-reflections, and self-assessment quizzes. For most assignments, I will provide individual or class-wide feedback. All activities and assignments for a given week have to be completed by Sunday midnight unless requested otherwise. Please submit your written work by clicking into an assignment and attaching a file (.doc, .pdf, and .txt preferred), except for discussion forums where you just type your ideas in a thread.

Grading Breakdown

Final Exam	25%
Self-Reflection Paper	25%
Weekly Online Assignments	50%

Final Exam. There will be an open book and open notes final exam, which will consist of a combination of about 30 multiple-choice and about 5 short answer questions based on all required readings. The exam will be available online from the course website on Friday, August 3. It will be available from 8am until 8pm but once started it has to be completed within 90 minutes.

Self-Reflection Paper. In this paper you will assess your leadership and management capabilities, experiences, and styles as well as design a plan to overcome some of your weaknesses. Please read detailed instructions, which are posted on the class website in the “Assignments” section of the week “Leadership Case (7/23 – 7/29)”.

Weekly Online Assignments. Every week you will have to complete various activities and assignments that are designed to expand upon, reinforce and practice course materials from the readings. Typically, assignments will be due Sunday midnight each week but there may be a few tasks with intermediate milestones by mid-week, so please read instructions for each assignment carefully.

Late Submissions. On-time submissions are strongly encouraged. If you miss the deadline, do not give up. I will accept all late submissions with a 10-15% grade deduction. If you have technical problems with submitting an assignment on the course website, immediately send me an email and attach your submission and a short description of the problem.

Communication and Discussion Boards Policies

Expectations for electronic communication

Please use email only when the subject is of a personal and confidential matter. If the question you ask is of a nature that even one other person in the course could benefit from the answer, post the question in the discussion board called “Q&A Forum”, which is available from the left menu tab on the course website. You can expect a reply from me, either via email or discussion board, within 24 hours during the workweek. You may get an email reply during the weekend, but that would be an exception and not the rule.

Things to keep in mind as you write discussion posts and communicate with other students:

- Use proper English (i.e. full sentences and paragraphs) and be respectful and professional when writing to others.
- Share experiences that are related to the discussion. Comment on others’ ideas and experiences that are related to the discussion topic.
- Give insights gained from readings that were assigned for the week. If you need more information, ask the participants a question about the week's reading.
- Relate how you have applied what you have read, learned or discussed to your personal and professional experiences. Discuss a work issue that is related to course topics and ask for feedback.
- Share another resource such as Web links, books, etc. that you have used to answer other participants’ questions or as you explore the topics of the course (as it is a violation of copyright law to copy the actual page).
- Finally, subscribe to all forums, so you can get email notification when something new is posted.

Incomplete Policy

According to the university catalogue, an incomplete may be given only in exceptional circumstances at the instructor's discretion. The student must be passing at the time of the request or be sufficiently close to passing. If the work is not completed within one year of the recording of the incomplete grade, the grade will become an F(I). The incomplete policy for this course is that at least 70% of the course must be already completed and an exceptional circumstance (i.e. medical issue) must exist. If you feel you require an incomplete for an exceptional reason, you need to email me and state your reasons for the incomplete in writing. We will then decide on a course of action.

Course Conduct

UMass Dartmouth policies regarding equal opportunity, discrimination, harassment, and sexual violence apply to all learning environments wherever they are located and from wherever they are taught. This applies to all UE face-to-face, off campus, blended, and online courses. Please see the Office of Diversity, Equity & Inclusion brochure for information at <http://www.umassd.edu/studentaffairs/departments/studentconductanddisputeresolution/studentcodeofconduct/>.

Student Academic Integrity Policy

All UMass Dartmouth students are expected to maintain high standards of academic integrity and scholarly practice. The University does not tolerate academic dishonesty of any variety, whether as a result of a failure to understand required academic procedure, or as an act of intentional dishonesty. A student found responsible of academic dishonesty is subject to severe disciplinary action that may include dismissal from the University. For additional information on violations, infractions, and consequences visit the UMass Dartmouth Student Academic Integrity Policy at the link below. <https://www.umassd.edu/policies/activepolicylist/academicaffairs/academicintegritypolicyandreportingform/>

Center for Access and Success

In accordance with University policy, if you have a documented disability and require accommodations to obtain equal access in this course, please meet with the instructor at the beginning of the semester and provide the appropriate paperwork from the [Center for Access and Success](#). The necessary paperwork is obtained when you bring proper documentation to the Center, which is located in Pine Dale Hall, Room 7136; phone: 508.999.8711.

Resources for UMass Dartmouth Students

Library

You can search for books, journals, articles and media at <http://www.lib.umassd.edu/>

Tutoring

If you are having difficulty with the class please:

- Contact me directly using the contact information listed at the top of this document.
- Contact the Academic Resource Center (ARC) for support:
 - Academic Resource Center, Liberal Arts - Room 007, phone: 508.999.8708, Fax: 508.910.6404
- For help with writing assignments you can also make use of online writing tutoring.
 - eTutoring can be accessed at [this link](#) or by clicking the "Online Tutoring" link at the top of the myCourses Dashboard.

Technical Help

Technical support for myCourses is available 24/7:

- Students can email myCoursesHelp@umassd.edu or call the Student Help desk at **508-999-8505** during normal business hours. (Mon-Fri 9:00 a.m.-5:00 p.m. EST)
- During off-hours, weekends, and holidays, technical assistance is available for students at <http://umd.echelp.org/>.

Support information for all other UMass Dartmouth technologies can be found here:

<http://www.umassd.edu/extension/technicalresources/>

Course Schedule

Week (Dates)	Topic of Instruction	Students Responsibilities For a Given Week (Assignments are due by end of each week, i.e. by Sunday midnight)
Week 1 (6/17-6/23)	Leadership Introduction & Traits	Readings: Syllabus, Chapter 1 “The Nature and Importance of Leadership”, Chapter 2 “Traits, Motives, and Characteristics of Leaders”, Level 5 Leadership Assignments: Self-Introduction, TypeFocus, Leadership Readiness and Self-confidence Questionnaires, Level 5 Leadership Analysis, Online Discussion – Traits Approach to Leadership.
Week 2 (6/24-6/30)	Leadership Behaviors and Styles	Readings: Chapter 4 “Leadership Behaviors, Attitudes, and Styles”, Effective Feedback Assignments: Extrovert/Introvert Analysis, Feedback Exercise, Your Boss Behaviors and Attitudes, Leadership Style Questionnaires
Week 3 (7/1-7/7)	Situational Leadership & Decision Making	Readings: Chapter 5 “Contingency and Situational Leadership”, Hidden Traps in Decision Making, Articles related to Wells Fargo scandal Assignments: Group Decision-Making Exercise, Crisis Leadership Analysis, Joseph and the Company Party, Situational Perspective Questionnaire
Week 4 (7/8-7/14)	Power & Influence	Readings: Chapter 7 “Power, Politics, and Leadership” and Chapter 8 “Influence Tactics of Leaders” Assignments: Political Behaviors Analysis, Influence Exercise, Social Change, Power and Influence Questionnaires
Week 5 (7/15-7/21)	Ethics & CSR	Readings: Chapter 6 “Leadership Ethics and Social Responsibility”, VW Emission Scandal, Wells Fargo Accounts Scandal Assignments: Leadership Ethics Discussion, Ethics: Universal or Contextual, Leadership Attitudes and Styles Questionnaires ***** <i>Start working on Self-Reflection Paper</i> *****
Week 6 (7/22-7/28)	Leadership in Action	Video: Margin Call Assignments: Margin Call Analysis ***** <i>Complete and submit your Self-Reflection Paper</i> *****
Week 7 (7/29-8/1)	Wrap-up	Readings: How would you measure your life, In Praise of the Incomplete Leader, Managing yourself Activities: Exam Review Questions, Last Assignment
Final Exam (Friday, 8/2)		Open book and notes online exam available from the class website.