Course Syllabus
BUS328 Organizational Leadership
Fall 2020

Faculty: Dr. Jun Michelle Yang
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Course Web Site: http://courses.uncg.edu
Office Hours: Monday 2:30-3:30 on Zoom or other time by appointment via email

Required Textbook

Course Website
All students officially registered for the course can access the course Canvas website (http://courses.uncg.edu). Please check Canvas often. Announcements, PowerPoint presentations, case studies, articles, grades, and other information about this course will be posted.

Course Description
This course examines the theories and models of leadership and followership. Environmental factors, organizational objectives, company culture, and individual and group ethical standards will be examined to incorporate situational determinants of leadership effectiveness.

This course will provide a new framework on what "leadership" entails, along with developing an understanding of the skills and knowledge of how best to address leadership opportunities now and in the future. Students' ability to understand and apply diverse approaches to the leadership in organizations is emphasized by readings, lectures, class discussions, and case analyses of pertinent management materials. The emphasis is on building a sound grasp of good practice and on developing the ability to apply such knowledge to actual business problems.
Learning Objectives

- Define leadership, describe the role of genetics and development on individual leadership capability and be able to identify popular distinctions in the differences between leaders versus managers.
- Assess the state of current leadership capacity within organizations and suggest how leadership needs analysis can support and enhance organizational effectiveness.
- Demonstrate leadership skills through participation in experiential exercises.
- Assess personal values, beliefs, and ethical standards to enhance self-awareness in regard to personal leadership behaviors and reactions to leadership behaviors of others.
- Identify how leading a team is different from leading a group of individuals.
- Identify special challenges involved in leading geographically dispersed (virtual) teams.
- Describe the role of culture in determining effective leadership perceptions and outcomes.
- Understand leadership at the Personal, Interpersonal, Team and Organizational levels (PITO) and the array of leader-follower-situation (LFS) variables that influence the leadership process.

Course Pedagogy

- Lecture/discussions lead by the instructor
- Case discussions
- Individual and team experiential exercises and assignments
- Examinations

Important Course Policies

- **Academic Integrity:** By the singular act of registering for this course, you agree to abide by the UNCG Academic Integrity Policy. All written work submitted must be original and produced by the student/team for this class only. If you are for any reason unfamiliar with the contents of the code, please review it on the school's website link: http://sa.uncg.edu/dean/academic-integrity/. Violations will be pursued. Academic Integrity applies to all aspects of BUS328. Please be aware that the following also constitute Integrity Violations in BUS328:
  - You may not be in possession of any unauthorized exam or related materials, including old exams.
  - No electronic devices are allowed to be on or visible during an exam.
  - Signing an attendance sheet for another student and/or failing to attend the entire class is a falsification of your attendance and an academic integrity violation.
  - Once an exam begins, you are not allowed to leave for any reason until you have submitted the exam.
  - Falsification of any material used in the preparation or development of assignments is a code violation.
  - The Bryan School of Business and Economics has recently developed and accepted Faculty and Student Guidelines, focusing on the expected performance of each. Since these guidelines are new, please take the time to review them. They can be found at the following link: http://bae.uncg.edu/assets/faculty_student_guidelines.pdf

- **Communicating:** For purposes of this course, I will request that you check your personal e-mail (E-Spartan) daily as well as Canvas for messages and/or assignments.

- **Extra Credit:** Extra credit assignment will be provided, and details can be found on Canvas. All students will be given an equal opportunity to participate.

- **Religious Observance:** The University allows for two excused absences each academic year for religious observances required by the faith of the student. Students requesting a religious absence must notify the instructor of each absence 14 days in advance of the date of the religious observance. The request must state in writing the nature of the religious observance and the date(s). Student's participation must be
confirmed in writing by an official of the religious organization. The instructor will require the student to complete any test or assignment in advance of the initially scheduled date of the test or assignment that is impacted by the absence due to the religious observance. The requirement for students to make such requests for excused absences applies only to days when the University is holding class.

- **UNCG Athletics & Performing Artists:** It is up to each athlete or artist to identify future missed classes at the start of the semester and notify me in writing (e-mail) by no later than the second week of the semester. If your UNCG event interferes with an exam/assignment, you are required to submit the assignment/take the exam *prior to* the regularly scheduled date.

- **Students with Disabilities:** UNCG seeks to comply fully with The Americans with Disabilities Act and section 504 of the Rehabilitation Act of 1973. Students requesting accommodations based on a disability must be registered with the Office of Disability Services in 215 Elliott University center, 334-5440, www.uncg.edu/ods.

- **Health and well-being impact learning and academic success.** Throughout your time in the university, you may experience a range of concerns that can cause barriers to your academic success. These might include illnesses, strained relationships, anxiety, high levels of stress, alcohol or drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may experience. You can learn about the free, confidential mental health services available on campus by calling 336-334-5874, visiting the website at [https://shs.uncg.edu](https://shs.uncg.edu/) or visiting the Anna M. Gove Student Health Center at 107 Gray Drive. For undergraduate or graduate students in recovery from alcohol and other drug addiction, The Spartan Recovery Program (SRP) offers recovery support services. You can learn more about recovery and recovery support services by visiting [https://shs.uncg.edu/srp](https://shs.uncg.edu/srp) or reaching out to recovery@uncg.edu

- **COVID-19 Spartan Shield Video**
  UNCG Chancellor Frank Gilliam has challenged us to create a Culture of Care at UNCG where we all wear face coverings and social distance, less to protect ourselves but rather more to protect everyone around us. It shows that you care about the well being of everyone around you. We have created this video featuring your student body presidents to better explain how and why this is so important. Please watch this video before the first day of classes. [https://youtu.be/Mb58551qxEk](https://youtu.be/Mb58551qxEk)

### Evaluation Criteria

The grades for this class will be determined based upon:

<table>
<thead>
<tr>
<th>ASSIGNMENT AND TESTS</th>
<th>SCALE</th>
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<tbody>
<tr>
<td>Exam 1</td>
<td>A: 93.0-100 A-: 90-92.9</td>
</tr>
<tr>
<td>Exam 2</td>
<td>B+: 87.0-89.9 B: 83.0-86.9</td>
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<tr>
<td>Exam 3</td>
<td>B- 70.0-72.9</td>
</tr>
<tr>
<td>Exam 4</td>
<td>C+: 77.0-79.9 C: 73.0-76.9</td>
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<tr>
<td>Weekly Quizzes</td>
<td>C-: 70.0-72.9</td>
</tr>
<tr>
<td>Assignment 1: Best Reflect Self</td>
<td>D+: 67.0-69.9 D: 63.0-66.9</td>
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<tr>
<td>Assignment 2: Leadership Roadmap</td>
<td>D-: 60.0-62.9</td>
</tr>
<tr>
<td>Extra Credit Project: Book Review</td>
<td>F: 59.9 or below</td>
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*decimals will be rounded up/down
ASSIGNMENT AND TESTS

Examinations 60%: There will be four exams during the semester. The exams may only include multiple choice. Questions will cover material from the textbook.

The exams will be performed on-line on Canvas platform, and they are all open-book exams. In a given period, each student can take the exam only once, and when it is started, you need to finish the exam in 60 minutes. All instructions and details of the exams will be provided on Canvas.

Make-up examinations must be scheduled prior to the exam. In order to arrange a make-up exam, the student must provide legitimate, written documentation (i.e., physician's medical excuse or official excuse) of the reason for absence, as specified by UNCG policy. Excused absences include medical emergencies and funerals for immediate family members with appropriate documentation to be given to the instructor. If the instructor is notified prior to the day of the exam, and acceptable written documentation is provided, the student will have one week (7 days) from the original test date to take the make-up exam. Make-up exams will contain different and/or more questions than the original exam. If a legitimate, university accepted excuse could not be provided, the student will receive a zero (0) on the missed exam.

Quizzes 10%
There will be weekly mini-quizzes (10 multiple choice questions) on the Canvas. These are open books and the purpose is for you to test yourself on the necessary information on that week's chapter. No-make up quizzes will be provided, and no late quizzes will be accepted.

Assignment 1: Best Reflect Self Exercise 10%

You will complete the Best Self Exercise through several steps in the class. The final Best Self Exercise report should contain: (a) Your best self-portrait; and (b) Your action plan to maximize the potential for your best self in the future. More details about this report will be announced in class. The report should be 2 pages maximum with appendixes from your communications with your respondents, double-spaced in 12-point Times New Roman font with 1-inch margins around. More specific instructions can be found on Canvas.

Assignment 2: Leadership Roadmap 20%

Think of it as your own SWOT analysis of leadership. The raw materials will be based on Assignment 1. This will be a typed report, 1300-1700 words, double spaced, and it will have three parts:

In part 1, you provide the most important insights or learning points on leadership you believe you have gained from the course; you should also explain why you found them personally meaningful to you.

Part 2: Assessment of past opportunities:
In part 2, you provide a factual description and a critical self-assessment and analysis of important leadership challenges, opportunities, and dilemmas your career/life has thrown at you so far; the specific ways you responded in those situations; and the overall success or failure of those outcomes.

Assessment of strengths: You should then use these experiences to arrive at a list of top five or so aspects about your personality that, you believe, exemplify your successful leadership qualities. Please also mention what situations you found to be the most helpful in letting you blossom as a leader.

Assessment of weaknesses/obstacles: You should also use these experiences to build a list of top five or so aspects about you that, you believe, prevent you from fully realizing your leadership potential. Please also mention what specific environments or situations have typically hindered your growth as a leader.

In part 3, you should outline, in specific details, a career progression road map for the next ten to fifteen years or so.

This part should also explain how such a road map will help you leverage the leadership skills you already possess and help you acquire the ones you don't have but need, as identified in part 2 above.
Overall, this report will be assessed in terms of how well you have integrated your insights gained with course material discussed; how realistic, creative, and insightful your roadmap is; and the passion, conviction and intellectual rigor with which you provide the analysis.

**Extra Credit Project: Leadership Book Review and Critique 10%**

Each class participant will be invited to choose one book from a list of many (to be provided by me on Canvas), read it, write up a review and critique by integrating its content with the material covered in class. The book review and critique will need 1500 words, with 200 more or less, starting with a 1-page summary. All book reviews will be rated by your classmates, as well as the professor and TAs using a rubric that is posted on Canvas.

**Policy for Late Assignments**

If you are late on an assignment, your grade on that assignment will be reduced by 25% for each day (24 hours) it is late. You are always welcome to hand in an assignment before its due date if you anticipate that you will be busy as the due date approaches.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topics</th>
<th>Readings</th>
<th>Assignment</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Aug 17 ~ Aug 21</td>
<td>What is Leadership?</td>
<td>Chapter 1</td>
<td></td>
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<td></td>
<td></td>
<td>Trait Approach</td>
<td>Chapter 2</td>
<td></td>
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<td>2</td>
<td>Aug 24 ~ Aug 28</td>
<td>Skills Approach</td>
<td>Chapter 3</td>
<td>Quiz 1 due on Friday midnight</td>
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<tr>
<td>3</td>
<td>Aug 31 ~ Sep 4</td>
<td>Behavioral Approach</td>
<td>Chapter 4</td>
<td>Quiz 2 due on Friday midnight</td>
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<tr>
<td>4</td>
<td>Sep 7 ~ Sep 11</td>
<td>Exam 1</td>
<td>Chapter 1, 2, 3, 4</td>
<td>Exam 1 date: Sep 7 ~ Sep 11</td>
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<tr>
<td>5</td>
<td>Sep 14 ~ Sep 18</td>
<td>Situational Approach</td>
<td>Chapter 5</td>
<td>Quiz 3 due on Friday midnight</td>
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<tr>
<td>6</td>
<td>Sep 21 ~ Sep 25</td>
<td>Path-Goal Theory</td>
<td>Chapter 6</td>
<td>Quiz 4 due on Friday midnight</td>
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<td>7</td>
<td>Sep 28 ~ Oct 2</td>
<td>Leader-Member Exchange</td>
<td>Chapter 7</td>
<td>Quiz 5 due on Friday midnight</td>
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<tr>
<td>8</td>
<td>Oct 5 ~ Oct 9</td>
<td>Exam 2</td>
<td>Chapter 5, 6, 7</td>
<td>Exam 2 date: Oct 5 ~ Oct 9</td>
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<td>Assignment 1 Due on Oct 10</td>
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<td>9</td>
<td>Oct 12 ~ Oct 16</td>
<td>Transformational Leadership</td>
<td>Chapter 8</td>
<td>Quiz 6 due on Friday midnight</td>
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<tr>
<td>10</td>
<td>Oct 19 ~ Oct 23</td>
<td>Servant Leadership</td>
<td>Chapter 10</td>
<td>Quiz 7 due on Friday midnight</td>
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<td>11</td>
<td>Oct 26 ~ Oct 30</td>
<td>Ethics in Leadership</td>
<td>Chapter 13</td>
<td>Quiz 8 due on Friday midnight</td>
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<tr>
<td>12</td>
<td>Nov 2 ~ Nov 6</td>
<td>Exam 3</td>
<td>Chapter 8, 10, 13</td>
<td>Exam 3 dates: Nov 2 ~ Nov 6</td>
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<tr>
<td>13</td>
<td>Nov 9 ~ Nov 13</td>
<td>Team Leadership</td>
<td>Chapter 14</td>
<td>Quiz 9 due on Friday midnight</td>
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<td>14</td>
<td>Nov 16 ~ Nov 20</td>
<td>Gender and Leadership</td>
<td>Chapter 15</td>
<td>Quiz 10 due on Friday midnight</td>
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<tr>
<td>15 &amp; 16</td>
<td>Nov 23 ~ Dec 3</td>
<td>Exam 4</td>
<td>Chapter 14 &amp; 15</td>
<td>Exam 4 dates: Nov 23 ~ Dec 3</td>
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<td>Assignment 2 due on Nov 24 midnight</td>
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<td>Extra credit assignment due on Dec 3 (Optional)</td>
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The professor will notify students by email of any changes to the proposed topic outline.