



THE UNIVERSITY of NORTH CAROLINA
GREENSBORO

Course Syllabus
BUS 339-01/ENT 339-01 Entrepreneurial Leadership (Online)
Spring 2023

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	When you email me, please put “BUS/ENT 339-01,” your name (last name first), and the subject of your inquiry in the subject line (e.g., BUS/ENT 339-01; Liu, Tracy; Syllabus) or the email may not get through. If you do not receive a response to an email within 48 hours, you should assume that I did not receive it and you should resend it.
Zoom Meeting*:	Wednesday, Jan 11, 7:30 – 8:30 pm
	*Attendance is not required; This meeting will be recorded
Office Hours:	By appointment via Zoom

Please read this syllabus **CAREFULLY**, as it contains important information that will help you learn efficiently and effectively on the subject of Entrepreneurial Leadership and lead a successful semester.

Course Description

Students will study leadership theories, skills, and practices necessary for effectiveness in varied entrepreneurial settings, including private businesses, corporations, not-for-profit organizations, and social movements.

Required Textbook and Additional Course Material

1. Required textbook and the MindTap platform

Textbook:

Leadership: Research Findings, Practice and Skills (9th edition) by Andrew J. DuBrin, published by South-Western – Cengage Learning, 2019.

This course requires an online homework platform called **MindTap**. Follow the instructions below to get started.

Register for your MindTap Course¹

- Go to the Modules section of Canvas. Click on the link that says, “Click here to register for MindTap”.
- Follow the instructions on screen to create your Cengage account and register for this MindTap course.
- Begin your temporary access* period.

*Temporary Access: You can access your MindTap course until 5:00 AM (UTC) on 1/22/2023 for free. At the end of the temporary access period, you will be prompted to purchase access. Your work will be saved and will be available to you again once you’ve completed your purchase.

Course Learning Objectives

Upon the successful completion of this course, students will be able to:

- Identify and describe major leadership theories and the researchers associated with those theories.
- Describe the behaviors of effective leaders in a variety of situations.
- Discover the personal, behavioral and situational factors in a leadership situation that lead to success or failure.
- Use self-assessment tools to evaluate their own level of leadership development.
- Identify the skills of effective leaders.
- Discuss the leadership strategies of leaders depicted in popular culture and the media.
- Create a leadership product that demonstrates the level of the student’s awareness of entrepreneurial leadership principles.

Course Pedagogy

- Course materials organized by the professor
- One Zoom meeting to get started (attendance not required)
- Assignments
- Examinations

Your primary task is learning the materials in the textbook and doing weekly assignment. I (the instructor) will help by facilitating your study.

¹ Need help? Visit the Cengage Start Strong Website (<https://startstrong.cengage.com>) for step-by-step instructions.

MindTap Tips & Training Tools

Learn more about navigating your MindTap course: (<https://help.cengage.com/mindtap/mt-student/introduction.html>)

Technical Support & Troubleshooting

US-based support team delivers answers and advice via 24/7 online chat, Twitter, live phone support (1-800-354-9706) and through support.cengage.com, which includes helpful articles, and tutorials.

If you are having trouble loading MindTap, run the MindTap browser check (<https://ng.cengage.com/static/browsercheck/index.html>) to make sure your browser is compatible or refer to the MindTap System Requirements (<https://help.cengage.com/mindtap/MindTap-System-Requirements.pdf>). If MindTap isn’t loading, be sure to visit Techcheck (<https://techcheck.cengage.com>) to see if there is an outage.

Important Course Policies

- **Academic Integrity:** By the singular act of registering for this course, you are agreeing to abide by the UNCG Academic Integrity Policy. All work submitted must be original and produced by the student 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: <https://osrr.uncg.edu/academic-integrity/>. Any detected violations of any aspect of the Policy will be fully pursued in accordance with the provisions therein. The faculty and students in the course are expected to adhere to the faculty student guidelines stated at the following web page: <https://bryan.uncg.edu/wp-content/uploads/2017/08/Faculty-and-Student-Guidelines-2018-2019.pdf>.
- **Communicating:** For purposes of this course, I will request that you check your UNCG e-mail (E-Spartan) daily as well as Canvas for messages and/or assignments. Students with technical issues with the course or their email should contact 6-TECH for support either by email, phone or chat (<https://its.uncg.edu/Help/6TECH/>).
- **Extra Credit:** There is no extra credit assignments scheduled for this course. If a situation presents itself during the semester, all students will be given equal opportunity to participate.
- **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 Accessibility Resources & Services in 215 Elliott University Center, 334-5440, <https://ods.uncg.edu/>.
- **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/> 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> or reaching out to recovery@uncg.edu.
- **COVID-19 statement.** As we return for spring 2023, please uphold UNCG's culture of care to limit the spread of covid-19 and other airborne illnesses. These actions include, but are not limited to:
 - ✓ Engaging in proper hand-washing hygiene
 - ✓ Self-monitoring for symptoms of covid-19

- ✓ Staying home when ill
- ✓ Complying with directions from health care providers or public health officials to isolate if ill
- ✓ Completing a [self-report](#) when experiencing covid-19 symptoms or testing positive for covid-19
- ✓ Following the CDC's [exposure guidelines](#) when exposed to someone who has tested positive for covid-19
- ✓ Staying informed about the University's policies and announcements via the [covid-19](#) website

Evaluation Criteria

The grades for this class will be determined based upon:

Self-assessments (Strongly recommended but will not be graded)

Exam 1	100 points
Exam 2	100 points
Quizzes (best 10/11; 10 points each)	100 points
Leadership analysis project.....	<u>100 points</u>
TOTAL.....	400 points

The grades will be finalized in letter grade form, per the chart below:

A	95% - 100%	C	73% - 76%
A-	90% - 94%	C-	70% - 72%
B+	87% - 89%	D+	67% - 69%
B	83% - 86%	D	63% - 66%
B-	80% - 82%	D-	60% - 62%
C+	77% - 79%	F	Below 60%
			*Decimals will be rounded up/down

Description of Evaluation Criteria:

The self-assessments are optional, but they allow you to assess your knowledge, beliefs, feelings, and actions in regard to a wide range of personal skills, abilities, and interests. They provide scoring keys and detailed feedback for immediate, individual analysis.

1. Exams

Purpose

The purpose of the course exams is to objectively evaluate the outcome of your learning. The exams are designed to test your knowledge of the course text material.

Content and format

There will be two exams and they are **not cumulative**. Exam 1 will cover Chapters 1-6. Exam 2 will cover Chapters 7-15. Each exam will include 100 objective questions (multiple choice and true/false).

Testing procedure

Even though you are taking your exams online, they are still "real" tests. The following are the testing procedures I expect you to follow while taking the exams:

- You may use your book and notes; however, you are to take the test by yourself, with no group efforts or help from other people.
- You will find the exams available in MindTap only during the assigned test times.
- Exams are available for one week as indicated in the course schedule in the syllabus. You can take each exam only ONE time.
- Once you open the exam, you have 120 minutes to complete the exam. A timer will appear. At 120 minutes, MindTap will submit the test.
- MindTap will also submit the test when the deadline indicated in the course syllabus is due, even if your test is not complete. Thus, if you want to have the full 120 minutes in the test, you should begin your exam attempt at least two hours prior to the end of the exam availability period.
- The time is limited in order to test your knowledge of the material; not your ability to search for information during the exam. Important: Extended time is only granted for students with documented disabilities.
- If you experience any problems, contact me **immediately** and provide evidence of the problem (for instance, a screenshot). Unverifiable technical problems will not be considered.
- **An exam cannot be taken before or after the scheduled exam time.** No make-up exams will be allowed, except in cases warranted by extraordinary circumstances (a serious illness) and supported with documented evidence. Students who do not provide documented evidence will receive zero points.

IMPORTANT: DO NOT LOG IN AND OUT OF THE EXAM AFTER YOU HAVE STARTED THE EXAM. IF YOU DO, THE TIMER WILL KEEP RUNNING AND THE TIME WILL BE COUNTED TOWARDS YOUR EXAM ATTEMPT, EVEN IF YOU WERE LOGGED OUT OF THE EXAM. REMEMBER NOT TO CLICK THE BACK BUTTON IN YOUR BROWSER WINDOW.

AS A STUDENT TAKING AN ONLINE COURSE, IT IS YOUR RESPONSIBILITY TO

BE AVAILABLE DURING THE EXAM TIMES REGARDLESS OF YOUR OTHER COMMITMENTS AND TO HAVE ACCESS TO A RELIABLE COMPUTER AND INTERNET CONNECTION DURING THE ENTIRE COURSE, INCLUDING THE EXAM TIMES. INABILITY TO ACCESS INTERNET DURING THE COURSE IS NOT AN ACCEPTABLE EXCUSE FOR MISSING AN EXAM OR ANY OTHER EVALUATION ITEM. THE UNCG COMPUTER LABS AND PUBLIC LIBRARIES PROVIDE COMPUTER AND INTERNET ACCESS FREE OF CHARGE.

ANY TECHNICAL PROBLEMS REPORTED AFTER THE EXPIRATION OF THE EXAM PERIOD WILL NOT BE CONSIDERED AND ARE NOT VALID EXCUSES FOR NOT COMPLETING THE EXAM.

These rules will be strictly enforced in order to be fair towards those students who do make the effort to take the tests at the assigned testing times regardless of their personal and professional circumstances and time constraints. It is important that all students have the same amount of time to prepare for the exams. **There will be no exceptions for this rule. Any student seeking an exception will be referred to this policy in the syllabus.**

Note: It is not unusual that students fail this online course because they, for instance, forget to take the exam, are travelling without an internet connection, or are otherwise occupied for a number of unverifiable personal and professional reasons. Make sure that you are not one of those students because **missing one exam is likely to result in failing the course.**

2. Quizzes

Purpose

The purpose of the weekly quizzes is to encourage you to study the material consistently throughout the course. The quizzes will also help you check your own learning. Furthermore, the quizzes provide examples of the types of questions that you will encounter in the exams. This assures that you will be prepared for the course exams.

Content and format

11 short weekly quizzes will be administered. Each quiz covers the respective chapter in the textbook. For instance, during week 2, quiz 1 will cover Chapter 2 in the textbook. During week 3, quiz 2 will cover Chapter 3 in the textbook. Each quiz will include 10 objective questions (multiple choice and true/false). **The best 10 grades will be counted towards the final semester grade.**

Availability

You will find the quizzes on MindTap. Each weekly quiz is available until 11:59PM on Sunday of the corresponding week. You can take each quiz only ONE time. There will be no additional test taking opportunities. If you miss a quiz, it will be recorded with a score of zero.

Technical problems are not acceptable reasons for missing a quiz. If you experience a technical problem, report it to me **immediately** with accompanying evidence (e.g., a screenshot). Please do not wait until the last minute to take the quiz. This will allow you enough time to solve any technical problems prior to the deadline. Any technical problems reported AFTER the deadline will not be considered.

3. **Leadership analysis project**

- ◆ **Overview:** Think of yourself as an organizational consultant. Your goal is to improve organizational performance through dealing with the entrepreneurial leadership issues. You will examine an actual leader of your choice, diagnose the problem(s), and recommend a solution(s).

The main objective of the project is to provide you with an opportunity to:

- (1) Develop an in-depth understanding of an entrepreneurial leader.
- (2) Develop consultancy skills in data gathering, analysis, and communication.

- ◆ **Sources:** The boundaries are those of imagination. The possibilities include personal work experience, interviews with leaders and members of an organization, questionnaires, observations of workplace behavior, analysis of organizational documents, trade journals, academic journals, local newspapers, and the business press (e.g., *Business Week*, *Forbes*, *Fortune*, *Wall Street Journal*). Do not, however, use a “pre-packaged” case (e.g., from a textbook or casebook). If there is a concern about the confidentiality of the selected company, it is okay to use a fictitious name. Also, sources must be cited carefully, since plagiarism could result in a failing grade for the course, in addition to possible disciplinary action by the School/University.
- ◆ **Paper structure:** The paper should not exceed 8 double-spaced pages (although appendices and references may be added), and should consist of the following sections presented under sub-headings:

1 **Introduction** (10%)

Briefly describe the leader.

Why was this particular leader selected?

What was the goal in doing so?

What were the anticipated findings in relation to the leadership issue?

2 **Methodology** (20%)

How did you obtain the information necessary for this project?

Why was this method chosen?

Did you use interviews (with whom)? Surveys (with whom)?

Where did you get the survey or interview questions from (a scholarly journal article maybe)? Attach interview/surveys as appendix if used.

If you made observations, what did you look for? What days/times?

Ethical considerations? (e.g. Voluntary participation? Confidentiality? Anonymity?)

Note: there should be NO findings or results presented here in this section!

3 Analysis of Leadership Issues and Recommendations (60%)

This is where you present the findings/results, analyze them, and give recommendations.

Use course material – **apply at least two models/theories/frameworks/approaches** - to describe any leadership issues/problems identified.

Alternative action steps that relate specifically to the problems/issues identified in the project should be discussed and weighted.

Relative advantages / disadvantages for each course of action should also be discussed.

Finally, specific recommendations and/or implementation plan(s) must be described (use course concepts and theories to justify choices).

4 Conclusion (5%)

You should summarize what you learned about leadership issues from the project (insights), and draw relevant conclusions.

5 Cite Sources (including the textbook, plus journal articles, etc) (5%)

Please use APA style. Refer to:

https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html

6 Appendix

Course Schedule

WEEK	TOPIC	ASSIGNMENT
1 Jan 9-15	Optional Zoom Meeting (Wednesday, Jan 11, 7:30 – 8:30 pm) <ul style="list-style-type: none"> ◆ The Nature and Importance of Leadership 	<ul style="list-style-type: none"> • Text: Chapter 1
2 Jan 16-22	<ul style="list-style-type: none"> ◆ Traits, Motives, and Characteristics of Leaders 	<ul style="list-style-type: none"> • Text: Chapter 2 • Quiz #1 (Due Jan 22 11:59 PM)
3 Jan 23-29	<ul style="list-style-type: none"> ◆ Charismatic and Transformational Leadership 	<ul style="list-style-type: none"> • Text: Chapter 3 • Quiz #2 (Due Jan 29 11:59 PM)
4 Jan 30-Feb 5	<ul style="list-style-type: none"> ◆ Leadership Behaviors, Attitudes, and Styles 	<ul style="list-style-type: none"> • Text: Chapter 4 • Quiz #3 (Due Feb 5 11:59 PM)
5 Feb 6-12	<ul style="list-style-type: none"> ◆ Contingency and Situational Leadership 	<ul style="list-style-type: none"> • Text: Chapters 5 • Quiz #4 (Due Feb 12 11:59 PM)
6 Feb 13-19	<ul style="list-style-type: none"> ◆ Leadership Ethics and Social Responsibility 	<ul style="list-style-type: none"> • Text: Chapter 6 • Quiz #5 (Due Feb 19 11:59 PM)
7 Exam 1	<i>Note: If you do not take the exam during the assigned time period, your score will be 0.</i>	<ul style="list-style-type: none"> • Chapters 1-6 • Exam will be available in MindTap • From Feb 20 12:00 AM (Monday) • To Feb 26 11:59 PM (Sunday)
8 Feb 27-Mar 12	<ul style="list-style-type: none"> ◆ Power, Politics, and Leadership ◆ Spring Break 	<ul style="list-style-type: none"> • Text: Chapter 7 • Quiz #6 (Due Mar 12 11:59 PM)
9 Mar 13-19	<ul style="list-style-type: none"> ◆ Influence Tactics of Leaders 	<ul style="list-style-type: none"> • Text: Chapter 8 • Quiz #7 (Due Mar 19 11:59PM)

10 Mar 20-26	♦ Developing Teamwork	<ul style="list-style-type: none"> • Text: Chapter 9 • Quiz #8 (Due Mar 26 11:59PM)
11 Mar 27-Apr 2	♦ Motivation and Coaching Skills	<ul style="list-style-type: none"> • Text: Chapter 10 • Quiz #9 (Due Apr 2 11:59PM) • Leadership analysis project (Due Apr 2 11:59PM)
12 Apr 3-9	<ul style="list-style-type: none"> ♦ Creativity, Innovation, and Leadership ♦ Communication and Conflict Resolution Skills 	<ul style="list-style-type: none"> • Text: Chapter 11-12 • Quiz #10 (Due Apr 9 11:59PM)
13 Apr 10-16	♦ Strategic Leadership and Knowledge Management	<ul style="list-style-type: none"> • Text: Chapter 13 • Quiz #11 (Due Apr 16 11:59PM)
14 Apr 17-23	♦ International and Culturally Diverse Aspects of Leadership	<ul style="list-style-type: none"> • Text: Chapter 14
15 Apr 24-26	♦ Leadership Development and Succession	<ul style="list-style-type: none"> • Text: Chapter 15
16 Exam 2	<i>Note: If you do not take the exam during the assigned time period, your score will be 0.</i>	<ul style="list-style-type: none"> • Chapters 7-15 • Exam will be available in MindTap • From April 28 12:00 AM (Friday) • To May 4 11:59 PM (Thursday)

NOTE: THE PROFESSOR RESERVES THE RIGHT TO MAKE CHANGES TO THIS DOCUMENT AS NEEDED. ALL CHANGES WILL BE ANNOUNCED IN CANVAS.