



MGMT 3287 - 001

Managerial Leadership
Fall 2023 F2F

Instructor:	Stephen Moore, Ph.D.
Office:	Virtual or Friday 251B
Phone:	Contact by email
Email:	stephen.moore@charlotte.edu
Office Hours:	10:15 to 11:15 and 3:00 to 3:45 T and Th 9:30 to 10:00 and 12:30 to 1:00 in room 602 at the Center City Campus (by appointment only).
Class meetings:	11:30 to 12:45 (Aug 21 – December 14)
Classroom:	Friday 141
Required Text:	Leadership: Theory and Practice by Northouse. ISBN 13: 9781071821169 Check the bookstore before purchasing to learn if the online book is inclusive access. 21 Irrefutable Laws of Leadership, Revised and Updated by Maxwell, John C. SBN10: 0785288376 ISBN 13: 9780785288374
Other Materials:	A notebook and pen for taking notes in class. This will be graded and is part of your midterm grade. Instructor Articles – access on Canvas Wall Street Journal or other Business News Sources Please check Canvas for regular updates on readings, assignments, and class materials.

This syllabus contains the policies and expectations I have established for MGMT 3287. Please read the entire syllabus carefully before continuing in this course. These policies and expectations are intended to create a productive learning atmosphere for all students.

Course Description

MGMT 3287. Managerial Leadership. (3) Prerequisite: MGMT 3140 with a C or better. A managerial perspective on leadership in formal organizations. Emphasis is placed on team building, exercising influence, decision-making, and conflict management. Pedagogical tools to be used include role-playing, case analyses, self-assessment of leadership competencies, and shadowing of working managers.

Course Overview and Objectives

Managerial Leadership covers the essential skills necessary to be a more productive manager as well as a more effective leader. Increasingly, individuals want to feel connected to the “bigger picture” in organizations. They expect leaders to create direction and commitment and enable them to work together to achieve personal and organizational success. There is no single style of leadership that is effective in all situations. However, there are basic principles and processes that all effective leaders apply. This course focuses on those principles and processes.

Upon completion of this course, you should be able to:

1. Understand several of the various approaches, styles, and theories that managerial leaders can use and should have in their Knowledge, Skills, and Abilities (KSA) toolbox
2. Understand, explain, and analyze the relationship between culture and leadership
3. Understand and explain the relevance of leadership theories and concepts and their relationship to practice
4. Develop team-building and decision-making skills
5. Understand and apply change leadership skills
6. Create/develop an increased capacity for self-leadership
7. Develop leadership and interpersonal skills using self-assessments, self-evaluations, experiential exercises, and case analyses.

Participation

Class participation is highly encouraged. However, it is quality participation that is encouraged. Quality participation is an informed contribution that fits into the flow of conversation while enlightening others about the issues and ideas. Your learning experience and accomplishments will be commensurate with your efforts. Being present and prepared for each class meeting is a significant part of participation. RESPECT is extremely important in this course, as there will be differences of opinion and challenging discussions.

Recording in class is prohibited, you will use a notebook and pen to take notes. Having a handwritten notebook is part of your grade and recording will put you at risk of losing the opportunity of taking this course.

Earphones and headphones are not allowed at any time in the classroom.

Attendance

Class engagement is imperative, as group participation and exercises are an important aspect of the instructional approach. Some tested material will only be disseminated in class. Anyone not submitting three assignments by the due date will earn an F in the course. Anyone missing three class sessions will earn an F in the course. Ten points will be taken off your final grade for each of the first two missed classes. Five points will be taken off for arriving late, leaving the room during class, or leaving early without permission prior to the start of class. Breaks will not be provided in classes shorter than three hours. Make preparations (take care of your business) before class and prepare to sit for the length of the class.

I understand true medical and child-related emergencies happen. Discuss these with me in advance or by email when this happens. Bring and turn in official documentation for all events where you miss a class, including documentation of hospitalization, obituaries, and any legitimate reason for missing class.

Observation of official religious commitments will be honored as excused absences if they are discussed with me prior to the event.

Attendance Policy: All assignments and the final exam must be completed to earn a passing grade. Any student missing 3 assignments will earn an F grade in the course for non-participation. Make-ups and rescheduling are not allowed, thus, all assignments must be turned in by the due date or a 0 will be assigned. All material for the course is posted a week or more in advance so there is no reason to be late with any assignment if you work proactively. This course is based on total points earned, not on percentages. You must work to earn as many points as you can in the course. See the grading rubric below.

If the instructor is absent, you will continue with the class as usual acting as trusted employees in a company. You will complete all scheduled presentations, take notes, take attendance, and turn it in. You will behave as if you were my employee and expected to perform at your highest level. You will work to earn the trust of me and your classmates. In doing so, we will not be required to have a make-up class at a later date.

If we meet virtually, you are required to have your camera/webcam on and be in visible attendance in class.

University policy states that bringing children to class is not allowed. Ask me about it if you have an emergency.

If you are not prepared to abide by the course policies, you should withdraw from this course rather than earn a failing grade.

Learning Activities: Students will be expected to check email and Canvas on a regular basis (every 24 hours) to retrieve course updates, participate in class discussions and submit completed assignments. All written assignments must be completed on or before the due dates. Since the assignments are posted early, there is no reason why you should ask for an extension.

Students will read all announcements within a day or two (24 hours) of posting.
Students will read and respond to all emails from the professor within a day or two (24 hours).

SIMCheck and other plagiarism detectors will be used in the class. You may not use Chegg or ChatGPT or any other artificial intelligence assistance for your assignments. Doing so will result in an F in the course. In my courses, it is better to honorably earn a D and to cheat and earn the reputation of being a dishonorable and unethical person.

Assignments

Some reading and writing assignments are noted in the schedule below. Others will be indicated in class and via Canvas. Professional quality work is expected and grades will be assigned accordingly. Appropriate citations must be used where appropriate. All written assignments must be typed single-spaced using 12-point Times New Times Roman font with a cover page (unless specified otherwise). **NO late assignments will be accepted.**

Note: Special circumstances such as hospitalization or other unusual situations should be discussed with Dr. Moore prior to the missed assignment.

All assignments will be submitted by attachment in Canvas using .docx, .doc, or .pdf format. Do not submit links, google docs, or any other software for any assignment. Doing so will earn a 0 on the assignment.

Present Your Topic. In 3 to 6-person teams, you will identify a topic related to Leadership from the book that is current and relevant. Each team will present topics for both the midterm and final. There may also be an independent one-person presentation early in the semester to evaluate your skill in developing, designing, and delivering a presentation. This early presentation is completed independently without teammates.

The grading criteria will be posted in Canvas. You will be evaluated by Dr. Moore and your peers. A link to the team topic sign-up is provided in Canvas.

Best Self Exercise. There may be a Best Self Exercise that requires you to gather feedback about yourself from those around you. It is designed to reveal your unique competencies and skills. You should look for weaknesses and write a plan to improve these. See Canvas for more information.

Examinations/Quizzes.

Three exams (or more) may be administered for this course. Dates are noted in the schedule in Canvas. The exams may include questions related to the chapters being tested as well as questions related to cases, articles, class discussions, and assignments. You are expected to take exams when scheduled. Exams not taken as scheduled will result in a grade of zero unless previous arrangements have been made and approved. Extenuating circumstances should be discussed with Dr. Moore, prior to the scheduled exam.

Pop quizzes will be administered regularly.

About me: I have owned five businesses and led some large academic departments. I have hired and supervised hundreds of people and fired some of those. I have also taught business startup and other courses in many countries (China, S. Korea, Philippines, Mexico, Canada, and others). Having this ‘real world’ experience makes me an excellent teacher to help you succeed in both college and in life. I seek solution-finders and proactive thinkers who help move the class forward and cheer others (including me) on. These are the same expectations I have for people who work for me.

Grading scale:

This course is based on point accumulation. As such, you do not look at % percentages in Canvas. Your goal is to earn as many points as you can during the semester. Since the course is based on points you should do all the extra credit provided to you.

The total points you can earn is 1,564, plus bonus points for extra work.

How I grade part 1: I do not like slackers and free riders (students who don’t do equal work in their groups). I will take off a considerable number of points for things like:

- not meeting the minimum page length of an assignment.
- not including properly formatted citations and references
- being absent
- being late
- not attending meetings
- not demonstrating very clearly how much work you contributed to any group assignment
- not turning in an assignment by the due date is a 0. The assignments are posted two weeks in advance. Start your assignments early and submit them several days before they are due.
- taking a vacation during a course and then asking for extensions. This just shows a lack of responsibility on your part by signing up for a course when you cannot commit to it fully. Plan your semesters wisely and make wise choices, if you plan a vacation, then don’t take classes that semester, or do the work in advance.

How I grade Part 2:

I am a generous grader and give **additional points for extra work**. The same as I give bonuses \$\$\$ to people who work for me who exceed expectations. This is ‘real world’ grading – bonuses for doing extra work and penalties for not meeting expectations.

Everyone in this course can earn an A, by doing the work and exceeding expectations.

You choose the grade you want to earn in this course – it is all up to you and how much quality work you are willing to do. If you fail or get a low grade, it is because of the choices you made during the course.

Course Grade Components	
Class participation includes textbook knowledge checks, a good attitude, and in-class discussion participation.	100 points
A Fish Story	15
Syllabus Quiz	24
Team Charter – Work Ethic and Commitment Contract	50
Chapter tests 15 x 15 points	225
Leadership Questionnaire Reflection	750
Team Presentation 1	100
Team Presentation 2	100
Notebook - handwritten	50
Journal	50
Knowledge Checks and Vantage Exercises	100
21 Irrefutable Laws of Leadership typed reflection	100
Total	1,564

Grading Scale

A = 1,500+ B = 1,475+ C = 1,450+ D = 1,425+ F = below 1,425

Code of Student Academic Integrity

All students are required to read and abide by the Code of Student Academic Integrity. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Student violations include:

A. Cheating. Intentionally using or attempting to use unauthorized materials, information, notes, study aids or other devices in any academic exercise. This definition includes unauthorized communication of information during an academic exercise.

B. Fabrication and Falsification. Intentional and unauthorized alteration or invention of any information or citation in an academic exercise. Falsification is a matter of altering information, while fabrication is a matter of inventing or counterfeiting information for use in any academic exercise.

C. Multiple Submission. The submission of substantial portions of the same academic work (including oral reports) for credit more than once without authorization.

D. Plagiarism. Intentionally or knowingly presenting the work of another as one's own (i.e., without proper acknowledgement of the source). The sole exception to the requirement of acknowledging sources is when the ideas, information, etc., are common knowledge.

E. Abuse of Academic Materials. Intentionally or knowingly destroying, stealing, or making inaccessible library or other academic resource material.

F. Complicity in Academic Dishonesty. Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

Examples are presented in the Code. The Code is available from the Dean of Students office or online.

Technology

The use of mobile phones in the classroom is prohibited. Mobile phones are to be placed in a backpack or completely out of sight unless using the tool is announced by the professor. Laptops are to remain off. You should take notes in a paper notebook and transcribe them using your computer outside of class. Doing this has been statistically shown to increase learning and success for students. Any student going online to do email or social media with a phone or computer during class will be asked to leave the room and will lose up to 100 points off their final grade. Unauthorized use of technology, email, or social media during class could result in an F in the course.

Recording in class is prohibited, you will use a notebook and pen to take notes. Having a handwritten notebook is part of your grade and recording will put you at risk of losing the opportunity of taking this course.

Earphones and headphones are not allowed at any time in the classroom.

If you are not prepared to abide by the course policies, you should withdraw from this course rather than earn a failing grade.

SimCheck

All required papers will be subject to submission for textual similarity review to SimCheck for the detection of plagiarism. All submitted papers will be included as source documents in the SimCheck reference database solely for the purpose of detecting plagiarism of such papers. Students refusing to submit papers using SimCheck will receive 0 points on the paper.

Disability and Accommodation

UNC Charlotte is committed to access to education. If you have a disability and need academic accommodations, please send me your accommodation letter as early as possible. You are encouraged to meet with me to discuss the accommodations outlined in your letter. For more information on accommodations, contact the Office of Disability Services at 704-687-0040 (Fretwell 230).

Diversity

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

Reasonable Accommodations for Religious Obligations

Reasonable accommodations for students’ religious obligations will be made in accordance with University Policy 409, Religious Accommodation for Students. UNC Charlotte authorizes a minimum of two excused absences each academic year for religious observances as required by the faith of a student and provides students the opportunity to make up any missed work.

Title IX Reporting Obligations

UNC Charlotte is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these incidents UNC Charlotte has staff members trained to support you.

UNC Charlotte employees, including all faculty members, are considered Responsible Employees who are required to relay any information or reports of sexual misconduct they receive to the Title IX Coordinator. This means that if you tell me about a situation involving sexual harassment, sexual assault, dating violence, domestic violence, or stalking, I must report the information to the Title IX Coordinator. Although I have to report the situation, you will still have options about how your case will be handled, including whether or not you wish to pursue a formal complaint. Our goal is to make sure you are aware of the range of options available to you and have access to the resources you need.

If you wish to speak to someone confidentially, you can contact any of the following on-campus resources, who are not required to report the incident to the Title IX Coordinator: (1) University Counseling Center (counselingcenter.uncc.edu, 7-0311); (2) Student Health Center (studenthealth.uncc.edu, 7-7400); or (3) Center for Wellness Promotion (wellness.uncc.edu, 7-7407). Additional information about your options is also available at titleix.uncc.edu under the “Students” tab.

Schedule of Classes (Subject to Change)

Date	Theme/Chapter(s)	Delivery
Week 1	Introductions Class Overview Syllabus Syllabus Quiz Team selection Chapter 8 Read page. xvi special features and p. 2 – 5, The evolution of leadership definitions. -Pay extra attention to Servant Leadership, Followership, Ethical Leadership, and Inclusive Leadership p. 6-12 The Six Bases of Power p. 16-18 Leadership & Management	All delivery is F2F unless announced by the professor.
Week 1	Chapter 1 – Read before class and prepare. Vantage Knowledge Checks Chapter Quiz in Vantage Leadership Questionnaire Self-Reflection – see Canvas for more detail. Start your notebook for the midterm – see Canvas for more detail. Start your typed journal for the final exam – see Canvas for more detail. Start reading the Maxwell book – 21 Laws of Leadership -see Canvas.	Make sure you get off to a good start in the semester by doing these things.

Week 2	Chapter 2 - Read before class and prepare. Prepare to discuss Case 2.3. This is part of your class participation grade. Vantage Knowledge Checks Chapter Quiz in Vantage Leadership Questionnaire Self-Reflection – see Canvas for more detail.	
Week 3	Chapters 4 & 5 - Read before class and prepare. Prepare to discuss Cases 4.1 and 5.1 This is part of your class participation grade. Vantage Knowledge Checks Chapter Quiz in Vantage Leadership Questionnaire Self-Reflection – see Canvas for more detail.	
Week 4	Chapters 6 & 7 - Read before class and prepare. Prepare to discuss Cases 6.1 and 7.3. This is part of your class participation grade. Vantage Knowledge Checks Chapter Quiz in Vantage Leadership Questionnaire Self-Reflection – see Canvas for more detail.	
Week 6	Chapter 9 - Read before class and prepare. Prepare to discuss Case 9.1. This is part of your class participation grade. Vantage Knowledge Checks Chapter Quiz in Vantage Leadership Questionnaire Self-Reflection – see Canvas for more detail.	
Week 7	Chapter 10 - Read before class and prepare. Prepare to discuss Case 10.1. This is part of your class participation grade. Vantage Knowledge Checks Chapter Quiz in Vantage Leadership Questionnaire Self-Reflection – see Canvas for more detail.	
	Handwritten notebooks are due.	
Week 8	Chapter 11 - Read before class and prepare. Prepare to discuss Case 11.1. This is part of your class participation grade. Vantage Knowledge Checks Chapter Quiz in Vantage Leadership Questionnaire Self-Reflection – see Canvas for more detail.	
Week 9	Chapter 12 - Read before class and prepare. Prepare to discuss Case Your favorite case of the three chapter 12 cases offered. This is part of your class participation grade. Vantage Knowledge Checks Chapter Quiz in Vantage Leadership Questionnaire Self-Reflection – see Canvas for more detail.	
Week 10	Chapter 13 - Read before class and prepare. Prepare to discuss Case 13.2. This is part of your class participation grade. Vantage Knowledge Checks Chapter Quiz in Vantage Leadership Questionnaire Self-Reflection – see Canvas for more detail.	
Week 11	Chapter 14 - Read before class and prepare. Prepare to discuss Case 14.1. This is part of your class participation grade. Vantage Knowledge Checks Chapter Quiz in Vantage	

	Leadership Questionnaire Self-Reflection – see Canvas for more detail.	
Week12	Chapter 15 - Read before class and prepare. Prepare to discuss Case 15.1. This is part of your class participation grade. Vantage Knowledge Checks Chapter Quiz in Vantage Leadership Questionnaire Self-Reflection – see Canvas for more detail.	
Week 13	Chapter 16 - Read before class and prepare. Prepare to discuss Case 16.2. This is part of your class participation grade. Vantage Knowledge Checks Chapter Quiz in Vantage Leadership Questionnaire Self-Reflection – see Canvas for more detail.	
Week 14	Maxwell – 21 Laws of Leadership - discussion	
Week 15	TBA	

** Note: 1.) Additional assignments and readings may be shared in class and on Canvas. 2.) This course schedule may change based on unanticipated events and the pace of course progression and student learning. The professor may add or remove assignments as needed to facilitate the course. The grading scale may be changed by the professor to accommodate added or removed assignments.