**Wayland Mission Statement**

Wayland Baptist University exists to educate students in an academically challenging, learning-focused, and distinctively Christian environment for professional success, and service to God and humankind.

**Contact Information**

**Course**

: MGMT 5306 VC01 – Leadership and Management Development

**Campus**

: WBUonline

**Term/Session**

**:** Spring 1 2023

**Instructor**

**:** Kelly Warren, PhD

**Office Phone Number**

**:** (806) 291-1022

**WBU Email Address**

**:** [warrenk@wbu.edu](mailto:warrenk@wbu.edu)

**Office Hours, Building, and Location**

**:** Nunn Business Building, Plainview Campus

**Class Meeting Time and Location**

**: ONLINE**

**Textbook Information**

**Required Textbook(s) and/or Required Materials**

**:**

| **BOOK** | **AUTHOR** | **ED** | **YEAR** | **PUBLISHER** | **ISBN#** |
| --- | --- | --- | --- | --- | --- |
| Developing Management Skills | Whetten | 10th | 2020 | Pearson | 9780-13522-9842 |

*The textbook for this course is part of the* ***Wayland’s Automatic eBook*** *program. You will have access to an eBook and interactive learning material on the first day of class through your Blackboard course site. The cost of this Automatic eBook will be billed directly to your student account when you register for the course. You will be notified via email with access instructions and additional information. If you do not wish to participate in the Automatic eBook program, you will have the first 12 days of class to opt-out of the program (additional details will be outlined in your email instructions). For more information on the Automatic eBook program, visit the Wayland Bookstore* [*Automatic eBook FAQ*](https://bookstore.wbu.edu/site_inclusive.asp) *page.*

**Course Information**

**Catalog Description**

**:**

Current and historical leadership theories with emphasis on viewing the leadership function in the context of organizational behavior and design; assessment of organization change, performance, staffing, training and development, and diversity; measurement of results; ethical implications and social responsibility

**Prerequisite:**BUAD 5300 (For the M.P.A. MGMT 3304 only)

**Course Outcome Competencies**

**:**

* Evaluate how the various leadership and management theories function in organizational behavior and design.
* Evaluate the essential components of managing and leading change.
* Develop core competencies found in effective leadership.

# Synthesize Spiritual Gifts into three views of leadership.

**Attendance Requirements**

WBUonline

Students are expected to participate in all required instructional activities in their courses. Online courses are no different in this regard; however, participation must be defined in a different manner. Student “attendance” in an online course is defined as active participation in the course as described in the course syllabus. Instructors in online courses are responsible for providing students with clear instructions for how they are required to participate in the course. Additionally, instructors are responsible for incorporating specific instructional activities within their course and will, at a minimum, have weekly mechanisms for documenting student participation. These mechanisms may include, but are not limited to, participating in a weekly discussion board, submitting/completing assignments in Blackboard, or communicating with the instructor. Students aware of necessary absences must inform the professor with as much advance notice as possible in order to make appropriate arrangements. Any student absent 25 percent or more of the online course, i.e., non-participatory during 2 or more weeks of an 8-week session, may receive an F for that course. Instructors may also file a Report of Unsatisfactory Progress for students with excessive non-participation. Any student who has not actively participated in an online class prior to the census date for any given session is considered a “no-show” and will be administratively withdrawn from the class without record. To be counted as actively participating, it is not sufficient to log in and view the course. The student must be submitting work as described in the course syllabus. Additional attendance and participation policies for each course, as defined by the instructor in the course syllabus, are considered a part of the university’s attendance policy.

**University Policies**

**Statement on Plagiarism and Academic Dishonesty**

**:** Wayland Baptist University observes a zero tolerance policy regarding academic dishonesty. Per university policy as described in the academic catalog, all cases of academic dishonesty will be reported and second offenses will result in suspension from the university.

**Disability Statement**

**:** In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Director of Counseling, Career and Disability Services serves as the coordinator of students with disability and should be contacted concerning accommodation request at (806) 291-3765. Documentation of a disability must accompany any request for accommodations.

Accessibility issues with content in WBUonline courses or in Blackboard should be addressed to the WBU accessibility coordinator, Dr. Trish Ritschel-Trifilo, [trifilot@wbu.edu](mailto:trifilot@wbu.edu) or call (806) 291-3745.

**Student Grade Appeals**

**:** Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Vice President of Academic Affairs to the Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

**Course Requirements and Grading Criteria**

1. **Dialogues:** There will be 4, 1-week dialogues. Students are required to post 3 times during these one-week periods. [3 posts only per week] Worth: **40%**.

2. Students will write a **1750-Word (around 7 pages, not counting Cover page, abstract, references, or appendices) Research Philosophy Paper** (APA guidelines) on the student’s leadership style based upon his/her research-based definition of leadership. This will also include application of the theory and leadership style to the place of employment. This paper is to be submitted in APA format and must be researched based! (See Leadership Philosophy Paper description). This paper is worth **25%** of the grade.

4. Students will develop a **PowerPoint Presentation**. Students will pick from a list of Organizational design structures, such as: bureaucratic, open systems, learning, natural (biological), etc., and appraise the effects of the chosen topic on leadership utilizing a Leadership Theory. These presentations will be prepared as if the student was presenting the findings orally. A maximum 20 slides should be used having the “notes” pages attached (thing you would say if presenting). Worth: **15%.**

5. Complete the **Spiritual Gifts Test** at <http://giftstest.com/>. Write a 3-page paper (1 in” margins, 12-point font, double-spaced) on how this might apply to three views (theories) of leadership. The survey on gifts may also be used in your major paper. Worth: **10%**

6. Complete **1 Exam** covering the textbook material. Worth: 10%

**Course Grading:** The final grade will be determined in this manner:

* 40% Dialogs
* 25% Research Philosophy Paper
* 15% Power Point Presentation
* 10% Spiritual Gifts Test Paper
* 10% Final EXAM

**The University has a standard grade scale:**

A = 90-100, B = 80-89, C = 70-79, D = 60-69, F= below 60, W = Withdrawal, WP = withdrew passing, WF = withdrew failing, I = incomplete. An incomplete may be given within the last two weeks of a long term, within the last week of an 8-week session, or within the last two days of a microterm to a student who is passing, but has not completed a term paper, examination, or other required work for reasons beyond the student’s control. A grade of “incomplete” is changed if the work required is completed prior to the last day of the next long 16-week term or 8-week session, unless the instructor designates an earlier date for completion.  If the work is not completed by the appropriate date, the I is converted to an F.

**Tentative Schedule**

|  |  |  |  |
| --- | --- | --- | --- |
| **Week - Beginning & Ending Dates** | **Dialogue Topics** | **Readings** | **Assignment** |
| **1:** Jan 16-22 | **Dialog 1: Effective Management** | Intro, Ch 9: Whetten | **Dialog 1 and**  **Introductions** |
| **2:** Jan 22-29 | **Dialog 2: Leadership Communication and Motivation** | Chapters 4, 6: Whetten | **Dialog 2** |
| 3: Jan 29 – Feb 5 |  | Outside Research using WBU Library’s database | **Power Point Presentation** |
| **4:** Feb 5-12 | **Dialog 3: Leading Change** | Chapters 1, 8, 10: Whetten | **Dialog 3** |
| **5:** Feb 12-19 |  | Spiritual Gifts Test: <http://giftstest.com/> | **Spiritual Gifts Paper Due** |
| **6:** Feb 19-26 | **Dialog 4:**  **Scriptural Leadership** | Chapters 2-3: Whetten – these readings are to help prepare for the coming Exam in week 8 | **Dialog 4**  And **Work on Research Paper Due Next Week** |
| **7:** Feb 26 – March 5 |  | Chapter 5,7: Whetten  these readings are to help prepare for the coming Exam in week 8 | **Research Paper Due** |
| **8:** March 5-11 | **Exam Covers: Whetten Chapters: 1-10** | Chapters 1-10, open book exam | **EXAM** |

# **19. ADDITIONAL INFORMATION**

**1. RESEARCH PHILOSOPHY PAPER and DESCRIPTION OF THE PROJECT**

REQUIREMENTS

The Leadership Paper should examine the student’s definition of leadership while providing insight into the student’s leadership weaknesses and strengths. The body of the paper (without cover pages, abstract, references, and the appendix) should be 1750 words.

PROJECT’S SUBJECT

The Leadership Paper will address two areas: 1) Using a research-based theory describe the student’s philosophy of leadership (What kind of leader am I?) and 2) application of the student’s leadership style and definition of leadership to the place of employment.

STEP ONE

Before developing the Leadership Paper, the student should first develop his/her definition of leadership using good online research-based studies. Take a position (your definition) and then support that definition with research. Next acquire knowledge about your current weaknesses and strengths. Whetten and Cameron provide several assessments (see list below). A number of tests (I.Q., personality, psychological, vocational, spiritual gifts) are available on-line. The results from these tests should be discussed in the paper’s body, with the actual test, or results page, provided in the appendix. The student should have results from a range (at least six: 3 from the Whetten text; 2 from other sources) of tests to provide insight into their abilities and interests.

STEP TWO

Gather information from leadership scholars through readings from the library’s online resources databases for the definition of leadership and to undergird the philosophy of leadership. Again, make sure that you cover the literature and have plenty of good solid research-based studies.

STEP THREE

Develop and write this paper according to APA guidelines.

STEP FOUR

Check your paper and rewrite if necessary. This paper is to be a graduate scholarly work and will be graded as such.

**ASSESSMENTS**

From the Whetten and Cameron text (**10th ed**.):

Introduction: PAMS: 15-20 Scoring Key: 32-33

Ch 1: Several Self-Awareness assessments: 38-43 Scoring Keys: 77-81

Ch 2: Managing Stress: 84-88 Scoring Key: 129-130 (Some require **MYManagementLab)**

Ch3: Creative Problem Solving: 132-136 Scoring Key: 182-184

Ch4: Communication: Must have **MYManagementLab** to access this instrument

Ch 5: Power/Influence: Must have **MYManagementLab** to access this instrument

Ch 6: Motivation: Must have **MYManagementLab** to access this instrument

Ch 7: Managing Conflict: Must have **MYManagementLab** to access this instrument

Ch 8: Empowering: Must have **MYManagementLab** to access this instrument

Ch 9: Building Teams: 406-407 Scoring Key: 442-443

Ch 10: Leading Change: 446-448 Leading Positive Change Scoring Key: This exercise does not have a solution or comparative data. Answers will vary among students.

Online: Spiritual Gifts Test: <http://giftstest.com/>