

Bridgewater State University

Leadership and Teams – MGMT 304

December 28, 2020 – January 22, 2021

Course Syllabus

Instructor: Richard Raben
Email: rraben@bridgew.edu
Office Phone: 617-901-5795
Office Hours: By appointment/Online

Required Textbook:

- *Leadership in Organizations*, by Gary Yukl and William Gardner, 9th Edition, Pearson, 2020.

Course Description:

- The course explores effective leadership behavior and teamwork skills in work organizations. Students will engage in the enhancement of their own skills in these areas combined with the study of empirical findings and classic and contemporary models of leadership and group dynamics.

Learning Outcomes:

By taking the course, students should be able to achieve the following:

- Identify the different ways leadership has been defined
- Discuss types of teams
- Identify the different roles and activities commonly required for managers
- Discuss how teams are designed
- Identify how leader behavior can be described with either broad or specific categories
- Identify methods for leading teams
- Recognize how to build team cohesion and trust
- Describe how to develop an appealing vision for the organization
- Recognize methods for improving performance and productivity
- Identify different forms of participative leadership and empowerment
- Discuss methods to enhance team communication and intelligence
- Identify how leader traits and skills are related to effective leadership

Course Grading:

EXAMS (50%): Four exams from the textbook are scheduled for this course. Each exam will start at the beginning of the module and end at the end of the module. You can take the exam at your own convenience.

1. Module One Exam (Chapters 1, 2 & 3)
2. Module Two Exam (Chapters 4, 5, 6 & 7)
3. Module Three Exam (Chapters 8, 9 & 10)
4. Module Four Exam (Chapters 11, 12 & 13)

Teams Article - Module Online Discussions (25%): There will be four Team Article - Module Online Discussions in Blackboard (Modules 1-4). Instructor will provide a team related topic for each discussion. Students will find articles on the Internet that are related to the team topic for each discussion and provide a summary of the article in Blackboard. To participate in a threaded discussion, one becomes an active participant in an online asynchronous "conversation." The student, to receive an "A" grade, needs to respond with their article summary by the first due date and a minimum of two (2) substantive comments to other students by the second due date. To be substantive, all discussion posts need to contain specific examples to clarify and support your main points. Due dates will be listed in each discussion description in the Discussions section in Blackboard. These weekly discussions are both homework assignments, and substitute for classroom interactions. Unlike text messages, your written responses need to follow correct capitalization, grammar, and spelling rules. Points will be deducted for improper grammar and capitalization.

Self-Awareness Assignment (25%): Understanding your developmental needs and how they can affect your performance is a skill that will help you throughout your career. For this assignment you will have the opportunity to identify some of your strengths and some of your developmental needs and then develop a plan of action as to how you can capitalize on your strengths and improve your weaknesses. For the paper you will identify two personal areas of strength and two areas of development. Based on this, you will be required to identify your areas of strength and development and indicate (a) concrete examples of how you demonstrate these strengths/weaknesses and (b) how each of these hinder or help your current performance at work and/or in school. You will need to draw on theory to explain why these strengths / developmental needs are likely to affect your performance and how they might impact your future career. Then, you will develop a plan that outlines how you could improve your weakness and how you can capitalize on your strength to succeed in your chosen career.

Grade	Description	4-point Equivalent	100-point
A	Superior	4.0	95-100
A-	Superior	3.7	90-94
B+	Good	3.3	87-89
B	Good	3.0	83-86

B-	Good	2.7	80-82
C+	Satisfactory	2.3	77-79
C	Satisfactory	2.0	73-76
C-	Satisfactory	1.7	70-72
D	Poor	1.0	65-69
F	Failure	0.0	0-64

Course Format and Requirements: This course is a comprehensive online course via Blackboard, and recorded Zoom lectures. It requires time and effort as well as self-discipline and self-motivation of every student to accomplish the course. Course syllabus is under Syllabus and exams/assignments are under are Course Content in Blackboard. Students are expected to finish all assignments by the due dates. Due dates (deadlines) are strictly observed. Please plan your time accordingly.

Instructor Contact: Please contact me at rraben@bridgew.edu if you have questions or concerns about the course.

Course Calendar:

Module	Start/Date	Topics	Assignments	Due Dates
1	12/28/2020	<ul style="list-style-type: none"> • The Nature of Leadership • Leadership Behavior • The Leadership Situation and Adaptive Leadership 	<ul style="list-style-type: none"> • Read Chapters 1,2,3 • Team Article Discussion, • Module 1 Exam • Begin Working on Self-Awareness Assignment 	First discussion post due 12/30/2020, final posts and Exam 1 due 1/2/2021
2	1/3/2021	<ul style="list-style-type: none"> • Decision Making and Empowerment by Leaders • Leading Change and Innovation • Power and Influence Tactics • Leader Traits and Skills 	<ul style="list-style-type: none"> • Read Chapters 4,5,6,7 • Team Article Discussion, • Module 2 Exam • Continue Working on Self-Awareness Assignment 	First discussion post due 1/5/2021, final posts and Exam 2 due 1/8/2021
3	1/9/2021	<ul style="list-style-type: none"> • Charismatic and Transformational Leadership 	<ul style="list-style-type: none"> • Read Chapters 8,9,10 	First discussion post due 1/11/2021, final

		<ul style="list-style-type: none"> • Values-Based and Ethical Leadership • Dyadic Relations and Followers 	<ul style="list-style-type: none"> • Team Article Discussion, • Module 3 Exam • Continue Working on Self-Awareness Assignment 	posts and Exam 3 due 1/14/2021
4	1/15/21	<ul style="list-style-type: none"> • Leadership in Teams and Decision Groups • Strategic Leadership in Organizations • Cross-Cultural Leadership and Diversity 	<ul style="list-style-type: none"> • Read Chapters 11,12,13 • Team Article Discussion, • Module 4 Exam • Finish Working on Self-Awareness Assignment 	First discussion post due 1/17/2021, final posts, Self-Awareness Assignment, and Exam 4 due 1/22/2021 (Course End Date)