22-MGMT-4001-001: Leadership and Personal Development
Fall Semester 2016

Instructor:    Nathan Tong    Class Time:    Tues/Thurs 12:30-1:50 pm
Email:    tongmn@mail.uc.edu    Classroom:    222 Lindner Hall
Office:    538 Lindner Hall    Office Hours:    By Appointment

Course Description and Objectives:
This course is designed to help students both to explore the concept of leadership as well as to assess and develop their own leadership skills. Using Kouzes and Posner’s The Leadership Challenge as a framework, students will engage in a variety of learning activities, both in and out of class, in order to strengthen their leadership knowledge and abilities. The fundamental premise underlying this course is that leadership requires the mastery of multiple practices and skills, and that this can only be accomplished through a better understanding of oneself and others. Thus, there will be a heavy introspection and reflection component to the course, and students are expected to take such requirements seriously. By the end of this course, you will be able to:
- Articulate a set of behaviors associated with effective leadership;
- Assess these leadership behaviors in yourself and others; and
- Identify and adopt strategies for developing your own and others’ leadership behaviors.

PACE (Professionalism, Academics, Character, and Engagement):
The Lindner College of Business is committed to developing high-performing, job-ready graduates who exhibit the elements of PACE. This course addresses several elements of the PACE framework, including:
- **Professionalism**: You will develop a better understanding of the professional skills that are essential for good leadership, including effective communication and working with others.
- **Academics**: You will develop and strengthen your analytical skills through the critical assessment of leadership behaviors in yourself and others.
- **Character**: You will develop your leadership skills, with a particular focus on values-based and authentic leadership.
- **Engagement**: You will gain an understanding of the role of leadership in engagement, both in terms of career networking and community service.

Course Methods and Format:
I will use a variety of pedagogies in the class including mini-lectures, class discussions, interactive exercises, role-plays, team activities, student presentations, etc. Preparation and participation are two key factors to success in this class. Prior to each class session, there will generally be a reading assignment, along with some required pre-class preparation. In class, we will engage in a number of learning activities throughout the semester, requiring your full engagement and participation. This class is highly interactive; you must be involved on a regular and on-going basis.

Laptops are required by the Lindner College of Business (http://business.uc.edu/technology/computing-requirements.html). I will utilize UC’s eLearning ecosystem (canopy.uc.edu), more commonly referred to as Blackboard (Bb), for posting announcements, slides, and other course documents as necessary. Additionally, I will communicate with you individually and as a class via email. Therefore, I suggest you check your email as well as Bb at least once a day.
**Required Materials:**


Other readings, as assigned (see schedule and access instructions below), are available for free via UC’s Library full-text database services.

You will have to gain access to one additional book for the Leadership Book Club Project, which you should be able to purchase at a cost of $30 or less via numerous outlets (e.g., amazon.com, bn.com), or you may try to find the book at a local library or within the UC library system.

**Evaluation of Student Performance:**

<table>
<thead>
<tr>
<th>Task</th>
<th>Points</th>
</tr>
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<tbody>
<tr>
<td>Leadership Assessment Report</td>
<td>150</td>
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<tr>
<td>Leadership Development Plan</td>
<td>100</td>
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<tr>
<td>Dyad Leadership Analysis – Individual Analysis Report</td>
<td>100</td>
</tr>
<tr>
<td>Dyad Leadership Analysis – Dyad Class Presentation</td>
<td>75</td>
</tr>
<tr>
<td>Leadership Book Club Project – Meeting with Instructor (Team)</td>
<td>50</td>
</tr>
<tr>
<td>Leadership Book Club Project – Meeting with Instructor (Individual)</td>
<td>50</td>
</tr>
<tr>
<td>Leadership Book Club Project – Team Executive Summary</td>
<td>50</td>
</tr>
<tr>
<td>Reflection on Readings</td>
<td>70</td>
</tr>
<tr>
<td>Professionalism</td>
<td>75</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>720</strong></td>
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Final grades for the course will be assigned as follows:

645-720 = A
569-644 = B In general, I do not use pluses and minuses when assigning final course grades.
493-568 = C
417-492 = D
416 or below = F

NOTE: Final grades will be based strictly based on your point total. For the sake of fairness, no “rounding up” will occur. Grading is a very slippery slope. Please plan and prepare accordingly.

**Additional Course Policies:**

1. **Withdrawal/Drop.** According to University policy, you must drop the course by the date stated by the UC Registrar in order for it to not to appear on your academic record.

2. **Canceled Classes.** If the University cancels classes on a regularly scheduled class day (e.g., due to weather), deadlines for assignments administered and/or submitted via Bb (e.g., papers, RoR assignments) will remain due at the stated time. Please be sure to check Bb for updates to our schedule and/or assignments.
3. **Incompletes.** Incompletes will be given only in rare cases where a student has some unusual, unforeseen, and unavoidable circumstance AND makes arrangements with me in advance. Otherwise, students who do not complete all course requirements will be assigned the letter grade corresponding to the number of points they have earned at the end of the semester.

4. **Late/Make-up Work.** All assignments that are turned in late will automatically lose 10% per 12 hours, starting at the date and time when they were due. In other words, if your assignment is anywhere from 1 minute to 12 hours late, it will lose 10% of the maximum possible points; if your assignment is anywhere from 12 hours and 1 minute to 24 hours late, it will lose 20% of the maximum possible points, and so on. In addition, make-up or extra credit work will not be given as an option in order to raise a student's grades; please give each assignment your full effort the first time. If you are unclear about the requirements of any assignment or have questions, please let me know what I can help you.

5. **Grade Appeals.** If you have a concern about a grade that you receive in this class, you are encouraged to submit to me a written appeal within one week of receiving the grade in question. The appeal should outline your specific concerns with the grade along with evidence supporting why it should be changed. I will review your appeal and respond as quickly as possible.

6. **Academic Dishonesty.** Academic dishonesty, as defined by University policy (e.g., plagiarizing, cheating, etc.), will not be tolerated in any form. These values are detailed in the Student Code of Conduct [here](http://www.uc.edu/ucinfo/conduct.html). As with all Lindner College of Business activities, this course will uphold the College’s high standards for ethics and professionalism. Our Values Statement specifies: **“All College of Business interactions will be characterized by mutual respect and integrity, and driven by a shared desire for excellence.”** Any violation of this policy, including academic misconduct, will be subject to the College’s and University’s review process, and could result in dismissal from the program.

7. **Students Needing Accommodations.** The University of Cincinnati is committed to creating an inclusive and equitable academic environment. If you believe you have a disability that may affect your performance in this course (e.g., visual impairment, hearing impairment, physical impairment, communication disorder, and/or specific learning disability), which may influence your performance in this course, please meet with the Disability Services Office (DSO) to arrange for reasonable accommodations to ensure an equitable opportunity to meet all the requirements of this course. You can reach the DSO at 513.556.6823, Campus Location: 210 University Pavilion. You will be provided an Accommodation Form indicating your accommodation needs for the semester. Please present this form to me as soon as possible to ensure your accommodation needs are discussed, agreed upon, and provided.

If you are a student veteran and believe that a service-connected condition, such as traumatic brain injury (TBI) or post-traumatic stress disorder (PTSD), may impact your academic success, please contact UC’s Veterans Service Office at 513.556.6811, Campus Location: 230 University Pavilion. The University, in collaboration with the Cincinnati VA Medical Center, has created the Veterans Integration to Academic Leadership (VITAL). This program provides student veterans with academic assistance, advocacy, and access to healthcare. To learn more about VITAL and the service offerings, please [click here](#).

8. **Absenteeism policy.** Just as in a work setting, please let me know, as a courtesy, if you will be absent, excused or not. This can be done via email or in person, and covers all absences from illnesses, vacation, or work- or school-related trips, or any other unforeseen circumstances. Do not assume that one notification will cover all the days you are absent. You must alert me to your circumstances, and provide updates on EVERY class day that you are gone, to let me know you are still absent, and will not be attending class. However, be aware that this is a highly interactive class; missing even one class will result in loss of learning for you and your
classmates, as well as a loss of points for Professionalism. This is not an independent study course, and those who treat it as such will see a severe drop in their Professionalism score and, correspondingly, final course grade.

If I am kept properly informed of your situation, then missed classes due to acceptable excused absences (that is, only illness or school- or work-related travel, or other approved unforeseeable circumstances) will not count against your Professionalism grade in this course, and due dates may be extended on assignments. This will happen ONLY if you contact me promptly and in advance, keep me apprised as to your status, and strive to make up the missed work promptly upon returning to class.

Note: The instructor reserves to right to modify or adjust this syllabus as necessary. Any modifications or adjustments will be communicated to the class via Bb at least 24 hours in advance.