DEPARTMENT OF MANAGEMENT
LEadership AND MANAGEMENT 361
FALl 2018

Sec: 001 (8:00 a.m. - 9:15 a.m.)  Professor: Donald N. McCulloh, Sr.
Sec: 002 (9:30 a.m. - 10:45 a.m.)  Office: Stephens Hall, Rm 118A
Sec: 003 (11:00 a.m. - 12:15 p.m.)  Phone: 410-704-2240
Sec: 004 (2:00 p.m. - 3:15 p.m.)  Fax: 410-704-3236

Day: Tuesday and Thursday  Email: dmcculloh@towson.edu
Room:  ST 226

Web: http://wp.towson.edu/mcculloh

Office Hours:
Tuesday/Thursday: 1:00 - 1:45 and 3:30 - 4:30 p.m.

Required Text:

This semester we will be using a first day, Direct Access tool offered by the University Store through REDSHELF. The materials are offered at a significant savings to you and you will be direct billed on your student account after the first 2 weeks of class. Please log into your REDSHELF account to access and review your material for the class.

If you have additional questions, please review the UStore website for additional details. You can also contact them directly at 410-704-4391 and they would be happy to answer your questions.

Recommended readings:
http://www.kevinschoepp.ca/APAtutorial/contents.htm
http://www.apastyle.org/styletips.html

Prerequisites:
Junior/major standing

Catalog Description:
In this course, you will experience how leadership with strategy, organizational culture, and overall organizational performance effectiveness. Course topics include: Decision making; leader emergence, team building; power; conflict management; and communication.
Profile of a College of Business and Economics Graduate:

The college of Business and Economics (CBE) understands the need for its graduates to be broad-based and ready to perform immediately upon entering the job market, both as individuals and in teams. Therefore, its curriculum contains concrete, measurable and attainable objectives throughout. As a result, each CBE graduate is expected to perform successfully in the following areas of knowledge, skills, and attitudes (KSAs).

Course Learning Objectives:
At the end of this course, you are expect to be able to:

1. Apply critical thinking skills to management and leadership decisions.
   a. Identify problems and/or opportunities using relevant disciplinary concepts,
   b. Generate and evaluate feasible alternatives
   c. Develop comprehensive justified conclusions and recommendations using qualitative and/or quantitative tools.
2. Analyze how motivation, organizational culture, and effective team dynamics contribute to organizational performance.
3. Develop unique personal effective styles of leadership and team management.
4. Effectively develop and apply personal power bases and influence strategies and demonstrate an understanding of organizational politics.
5. Understand and apply effective communication and conflict management techniques.

To assist the student in developing a personal philosophy of management and leadership.

Course Design:

Students are expected and encouraged to complete the readings for each chapter before class and be prepared to participate actively in class discussions about substantive issues in management.

This course is taught as a face-to-face class, with a critical thinking and writing component required.

Repeating the course:

According to university policy, all students may repeat any course once. If repeating, students are advised to inform the instructor. For a third attempt, the student must obtain prior written approval from the Academic Standards Committee. If students enroll for the third attempt without permission, they do so at their own risk.
Appeals:

If you have any questions, comments, and concerns about a grade you received, they must be put in writing to me. I will respond in writing to you. If my answer is not satisfactory, then you can set up an appointment to discuss the matter with me and/or proceed to the Department Chair.

E-mail policy:

E-mail is the best way to get in touch with me. Most emails will be responded to within 24 hours during the week and 48 hours over the weekend and holidays. Professionalism in e-mail communication is expected in the business world and directly reflects on you. All emails to instructors should be considered as though you were communicating with the Chief Executive Officer of a major firm. As such, a proper salutation at the beginning; proper etiquette, grammar, clarity of thought and tone; as well as your name at the end are required. When emailing, also identify yourself and the class for which you have an inquiry within the subject line of the email.

Make-Up Exam Policy:

Exams are to be taken on the date assigned. If there is an emergency, a make-up exam may be scheduled.

Academic Integrity:

To maintain the Management Department’s core value of “academic integrity”, faculty members will assess that student work submitted for academic credit in the courses taught be them is authentic, as well as consistent with established academic standards. Examples of academic behaviors considered a violation of “academic integrity” are: plagiarism; fabrication and falsification; cheating; complicity in academic dishonesty; abuse of academic materials; and multiple submissions, among others. Detailed explanations of academic conduct that constitute such violations of “academic integrity” and its consequences are to be found in the Towson University document titled: “Student Academic Integrity Policy”. Students are urged to review this document at: www.towson.edu/provost/resources/studentacademic.asp

Any problems of academic integrity on an individual assignment will result in an F grade for the whole course.

Pass/Fail Option:

"The Pass/Fail Option is not available for courses required for the Business Administration Major."
University statement concerning Students with Disabilities:

If you are a student with a disability and believe you may need accommodations for this course, please notify me with a memo from Disability Support Services (DSS). Since accommodations are not retroactive, it is strongly recommended that you provide me with notification as early as possible in the term. To register with DSS, or if you have questions about disability accommodations, contact Disability Support Services at 410-704-2638, or visit the DSS office in the Administration Building, Room 232.

Course Withdrawal:

Please note that the last day to drop the class is noted in the online Academic Calendar. Students dropping on or before this date will receive a “W” on their official transcript. Withdrawal after that date will require an assignment of a letter grade for the course.

Attendance and Absence Policy:

"Students are expected to attend all classes. Consistent attendance offers the most effective opportunity for students to understand concepts, materials, and expectations of those courses in which they are enrolled."

"Students who are absent from class are responsible for any missed work, assignments, or assessments (e.g., quizzes, tests, papers, etc.)."

See p. 15 of the University Undergraduate Catalog, 2013 - 2014 for the complete policy.

Exams:

The 3 exams, each valued at 100 points, will be given according to the class schedule outline. Each exam will consist of questions from course materials, discussions, and lectures. Exams are non-cumulative. Early exams will not be given without exceptional reasons.

IMPORTANT:

The Management Department will no longer provide SCANTRON forms for exams. You can obtain these from the University Store or the Café in this building. Please do so before exams so there is no difficulty at the time of an exam.
Grading:

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
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</thead>
<tbody>
<tr>
<td>Exams (3)</td>
<td>300</td>
</tr>
<tr>
<td>Quiz</td>
<td>5</td>
</tr>
<tr>
<td>Team projects (2)</td>
<td>15/10</td>
</tr>
<tr>
<td>Attendance</td>
<td>15</td>
</tr>
</tbody>
</table>

Exams will consist of True/False, Multiple Choice, and Short Essays.

Final Grade:

The final grade for this course will be the plus/minus grade system. The grades will be based on the following cutoff points.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum Points</th>
<th>Maximum Points</th>
<th>Grade Points</th>
<th>GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
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<td>345.00</td>
<td>4.00</td>
<td></td>
</tr>
<tr>
<td>A-</td>
<td>310.50</td>
<td>320.82</td>
<td>3.67</td>
<td></td>
</tr>
<tr>
<td>B+</td>
<td>300.15</td>
<td>310.47</td>
<td>3.33</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>286.35</td>
<td>300.12</td>
<td>3.00</td>
<td></td>
</tr>
<tr>
<td>B-</td>
<td>276.00</td>
<td>286.32</td>
<td>2.67</td>
<td></td>
</tr>
<tr>
<td>C+</td>
<td>262.20</td>
<td>275.97</td>
<td>2.33</td>
<td></td>
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<tr>
<td>C</td>
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<td>262.17</td>
<td>2.00</td>
<td></td>
</tr>
<tr>
<td>D+</td>
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<td>241.47</td>
<td>1.67</td>
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<tr>
<td>D</td>
<td>207.00</td>
<td>231.12</td>
<td>1.00</td>
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<tr>
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<td>FX</td>
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<td></td>
<td>0.00</td>
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</tr>
</tbody>
</table>

Make-Up Exam Policy:

Exams are to be taken on the date assigned. If there is an emergency, a make-up exam may be scheduled.

Title IX policy on Inclusion and Institutional Equity

Towson University (TU) is committed to ensuring a safe, productive learning environment on our campus that does not tolerate sexual misconduct, including harassment, stalking, sexual assault, sexual exploitation, or intimate partner violence [Policy 06.01.60]. It is important for you to know that there are resources available if you or someone you know needs assistance. You may speak to a member of university administration, faculty, or staff, but keep in mind that they have an obligation to report the incident to the Title IX Coordinator. It is a goal that you feel able to share information related to your life experiences in classroom discussions and in one-on-one meetings. However, it is required to share information with the Title IX Coordinator regarding
disclosures but know that the information will be kept private to the greatest extent possible. If you want to speak to someone who is permitted to keep your disclouser confidential, please see assistance from the TU Counseling Center 410-704-2512 to schedule an appointment, and locally within the community at TurnAround, Inc., 443-279-0379 (24-hour hotline) or 410-377-8111 to schedule an appointment. For more information, please consult TU policies at http://towson.edu/titleix

**NOTE 1:**
Student evaluations of this course play a crucial role in my delivery. This semester, all course evaluations will be administered online during the last two weeks of the course. You will receive an email with a link to the website with directions on how to access the survey. It is vitally important that you complete the survey as I use the results to modify the course and assess my teaching and the University uses the results to address technology and facility needs. You can be assured that your response will be confidential as the results will be transmitted to me after the grading period and they will not include any identifying information.

**NOTE 2:**

Getting Help with Business Writing
Writing Proficiency Program

If you would like help with your business writing, please make an appointment with the CBE Writing Proficiency Program, located in Stephens Hall 117, by calling 410-704-4379 or sending an e-mail to cbewriting@towson.edu.

The program is available Monday through Friday during the semester. Writing consultants in the program will review your work and provide feedback using the CBE Writing Rubric. See the Program website http://www.towson.edu/cbe/studentresources/writingprogram.asp.