

**MAN 4930: Leadership**  
**Fall 2016 (Module 1 – Section 05C0)**  
**Tuesday & Thursdays: 4:05-6:00pm**  
**Heavener Hall - Room 230**

**Instructor:** Dr. Alex Sevilla, Associate Dean & Director  
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**Office Hours:** Heavener Hall 333 (by appointment)  
6:00pm on class days

**Required Readings:**

Text: *Leadership: Theory and Practice* (6<sup>th</sup> edition)  
Peter Northouse  
ISBN: 9781483317533

Required Course Reading Packet (Target Copy):

**Collins, Jim – *Level 5 Leadership***

- Collins, J. 2005. Level 5 leadership: The triumph of humility and fierce resolve. *Harvard Business Review* (July/August): 136-146.

**Goleman, Daniel – *What Makes a Leader?***

- Goleman, D. 2004. What Makes a Leader? *Harvard Business Review* (January).

**Antonakis, John (et al) – *Learning Charisma***

- Antonakis J., Fenley M. & Liechti S. 2012. Learning charisma: Transform yourself into someone people want to follow. *Harvard Business Review* (June): 127-130.

**Conger, Jay – *The Necessary Art of Persuasion***

- Conger, J. 1998. The Necessary Art of Persuasion. *Harvard Business Review* (May): 87-95.

**Katzenbach, Jon (et al) – *The Discipline of Teams***

- Katzenbach, J. R. and D. K. Smith. 2005. The discipline of teams. *Harvard Business Review* (July/August): 162-171

**Kotter, John – *Leading Change: Why Transformational Efforts Fail***

- Kotter, J. 2007. Leading Change: Why Transformation Efforts Fail. *Harvard Business Review* (January).

**Bazerman (et al) – *Ethical Breakdowns***

- Bazerman, M. H. and A. E. Tenbrunsel. 2011. Ethical Breakdowns. *Harvard Business Review* (April).

**Beeson, John – *Why You Didn't Get That Promotion***

- Beeson, J. 2009. Managing yourself: Why you didn't get that promotion. *Harvard Business Review* (June): 101-105.

**Gabarro, John (et al) – *Managing Your Boss***

- Gabarro, J. J. and J. P. Kotter. 2005. Managing your boss. *Harvard Business Review* (January): 92-99.

**Christensen, Clayton – *How Will You Measure Your Life?***

- Christensen, C. 2010. How Will You Measure Your Life? *Harvard Business Review* (July-August).

**Recommended Readings: Refer to CANVAS Resources Section**

**Course Overview**

Leadership is a highly valued commodity in business and society. It is also one of the most studied elements of human behavior. A quick Google scan or Amazon.com book search shows the strength of our appetite for leadership. Yet with all of this attention, leadership remains a mystery to many, generating a number of valid questions, such as:

- What is leadership?
- Who has access to leadership?
- Are leaders born or made?
- What is the difference between management and leadership?
- What behaviors are the “tools of the trade” for a great leader?
- Is there a dark side to leadership?

This course aims to enhance your understanding of leadership theory and what makes leaders effective in practice. In the process of answering each of the questions above, we will attempt to improve your interest, capacity, and desire to become an effective leader today and in the future.

## **Learning Objectives:**

1. Understand leadership theory
2. Demonstrate an ability to distinguish between various leadership theories to better understand how these theories are applied in practice
3. Demonstrate an understanding of how leadership impacts organizations
4. Identify the skills, attributes and behaviors that are needed to be an effective leader
5. Gain a greater awareness of how your personal strengths, skills, attributes and behaviors will shape your leadership style and capacity for leading others

## **Class Format & Preparation**

This course will incorporate several different teaching methodologies, including: lectures, class discussions, assessments, videos, peer-learning, and guest speakers. Class participation is an essential (and required) element of this course. Straight lecture has its limitations, and the course becomes far more robust and meaningful with interactive dialogue and discussion. **Course readings are outlined on the class schedule and should be completed prior to each class session.**

## **Grading**

A	100-95	C +	79-75
A -	94-90	C	74-70
B +	89-86	D	69-60
B	85-83	F	Below 59
B -	82-80		

All assignments are to be turned in on time as specified in the syllabus. Late assignments will be penalized as follows:

Up to 48 hours late	10 point penalty (out of 100)
48 hours to 1 week late	25 point penalty (out of 100)
1+ week(s) late	50 point penalty (out of 100)

### **NOTE: Impact of class participation on grading (+1/-2 system)**

- Attend class & bring name card
- Come prepared to discuss scheduled topics, ask meaningful questions, etc.
- Be a positive force in class & respect the classroom environment

## Class Assignments

- **Exams (50%) – Exam #1 (20%) and Exam #2 (30%)**
  - Students are responsible for the following content for each exam:
    - all assigned text and article readings outlined in class schedule
    - all class discussions, executive speaker and team presentations
  
- **Team Presentation (25%) – DUE ON SELECT DATES THROUGH TERM**
  - Select topic below & advance our understanding via creative presentation
    - Research article summary OR Leadership book from Canvas list
  - Must include presentation (powerpoint, prezzi, etc)
  - Must include visual
    - Movie clip, TED talk, You Tube clip (ex - leadership interview)
    - Other creative audio visual
  - Must cite at least (1) reading from course packet on your topic
  - 15 minute hard stop (followed by 5-10 minutes of Q&A)
  - All team members must be present & must actively participate
  - **Presentation should be corporate board room quality**
  - Available topics:
    - Transformational Leadership
    - Emotional Intelligence
    - Leadership & (select ONE)
      - Influence / Change / Team / Ethics
    - Leading Your Career
    - Other (open to team proposals on new leadership topic)
  
- **Advancing our Leadership Conversation (10%) – DUE w/ team presentation**
  - This assignment is directly connected to the team presentation project
  - You will identify an article, research, book or other learning opportunity associated with your team's presentation topic
  - You will provide a comprehensive, yet concise executive summary of what you discovered, how it relates to your team's leadership topic, and how you can apply this insight in your personal leadership journey
  
- **Lessons from A Leader (15%) – DUE Oct 4th @ 11:55pm**
  - Identify a leader you would like to interview
    - Can be someone you know or do not know
      - **You will be surprised at who will say yes if you ask**
    - Find someone in your career/interest sweet spot
    - No relatives or professors (without prior approval)
  - Conduct a 30-60 minute interview – the goal is to bring to life some of the concepts and theories we discuss in class
  - Deliverables:
    - (25%) Interview questions – at least 4 good ones that you create
    - (25%) Interview insights – leader's responses to questions
    - (50%) Learning outcomes – your narrative on the interview – what did you learn? I am very interested in big take-aways – at least (3)
    - 5 page cap (at least two pages of learning outcomes)

## **Academic Integrity**

As a University of Florida student, you have signed the following statement: “I understand that the University of Florida expects its students to be honest in all their academic work. I agree to adhere to this commitment to academic honesty and understand that my failure to comply with this commitment may result in disciplinary action up to and including expulsion from the University”

An academic honesty offense is defined as the act of lying, cheating, or stealing academic information in order to gain an academic advantage. This includes cheating on exams and/or plagiarizing work on any of the class assignments. For written assignments and team presentations, it is imperative that you cite the author appropriately when referring to someone else’s research/idea/thought/etc. In relation to team assignments, all students on the team are accountable to one another. If one member of the team commits an academic honesty violation, this will be considered a team infraction. It is imperative that you hold each other accountable for creating a culture of academic honesty in this class, and in all of your academic work at the University of Florida.

Violations of academic honesty will be dealt with severely. At a minimum, cheating on exams will result in a score of zero on that exam for all participating students, and plagiarized assignments will result in a score of zero on that assignment for all participating students. Examples of violations of academic honesty on exams includes bringing in unauthorized notes, displaying an exam for others to see, looking at another student’s exam, or communicating with others in any way during an exam.

## **Students with Disabilities**

If you have a documented disability needing accommodations must contact the Dean of Students Office as early in the term as possible. It is imperative that I know of any accommodations you require at least 48 hours prior to the exam. More information can be found at: <http://www.dso.ufl.edu/drc/>

### Class Schedule (sequence/topics subject to change)

<u>Date</u>	<u>Day</u>	<u>Topic</u>	<u>Text</u>	<u>Article</u>
8/23	Tuesday	Course Overview – Goals & Expectations Leadership – An Introduction <b>Complete and return assessments in class</b>	Ch 1	
8/25	Thursday	Trait & Skills Based Leadership (Select Team Pairings)	Ch 2-3	
8/30	Tuesday	Style Leadership	Ch 4	
9/1	Thursday	Situational Leadership Path-Goal Theory	Ch 5 Ch 7	
9/6	Tuesday	Leader-Member Exchange Theory	Ch 8	
9/8	Thursday	Charisma, Influence & Persuasion Exam #1 Review		Antonakis Conger
9/13	Tuesday	<b>Exam #1 (Room TBD)</b>		
9/15	Thursday	Executive-in-Residence (John Walsh – Disney)		
9/20	Tuesday	Exam #1 Results & Discussion Transformational Leadership	Ch 9	Collins
9/23	Thursday	Emotional Intelligence <b>Team Presentations (1)</b>		Goleman
9/27	Tuesday	Influence & Persuasion <b>Team Presentation (1)</b>		Antonakis Conger
9/29	Thursday	Leading Teams <b>Team Presentations (1)</b>	Ch 12	Katzenbach
10/4	Tuesday	Leading Change <b>Team Presentations (2)</b>		Kotter (1995)
10/6	Thursday	Ethics <b>Team Presentations (2)</b>	Ch 16	Bazerman
10/11	Tuesday	Leading Your Career Now What... Exam #2 Review		Beeson Gabarro Christensen
10/13	Thursday	<b>Final Exam (Room TBD)</b>		