

ENT 4934 Entrepreneurial Leadership (Spring 2017)

Course Overview

This course provides a strategic foundation for entrepreneurial leadership. Designed for a select few students (i.e., no more than 25 per module) who seek to engage in new business ventures and/or be a pioneer in a certain industry/profession. The purpose of the course is to increase one's capacity to lead with and without authority, across boundaries, and from any political or organizational position.

In a world in which most organizations, communities, and societies face enormous adaptive pressures, the practice of leadership is critical. In this course theory is applied to practice, clarifying the relationship among key concepts (e.g., leadership, management, authority, power, influence, followership, citizenship) to provide a practical and coherent theoretical framework. Entrepreneurial leadership action strategies include using authority and power, mobilizing responsibility across boundaries, generating innovation, building trust, orchestrating multi-party conflict, regulating disequilibrium, and building a culture of adaptability for the long-term. In addition, students will explore the challenge of managing the inevitable personal stresses and potential pitfalls of leading change.

Course Design

The course uses a variety of means to learn theory and the art of leadership practice and entrepreneurship. In addition to the traditional methods of lectures, readings, and films, the course includes peer-to-peer discussion boards, personal reflection papers, and substantive group work on an entrepreneurial endeavor with a significant social impact.

Faculty Contact Information and Office Hours

Brian Ray, Ph.D.; Phone 352.273.0156, E-mail (please use the Canvas course website for e-mail)
Office hours: Tuesday and Thursday 8:30-10:00 am or by appointment; 219C Stuzin Hall.

Course Prerequisite

The prerequisite for this course is ENT 30003 Principles of Entrepreneurship or permission from the instructor.

Textbooks and Articles

There are two books required for the course. Used versions of these books can be found on Amazon for less than \$5 each. New versions are available for less than \$15 each.

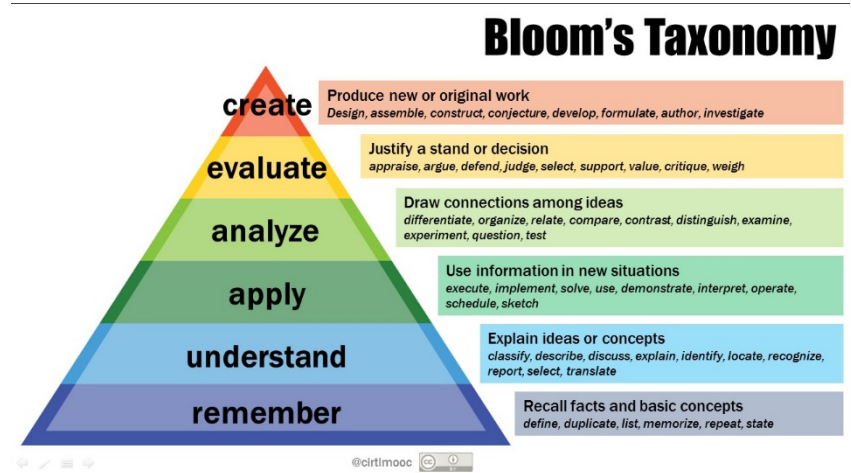
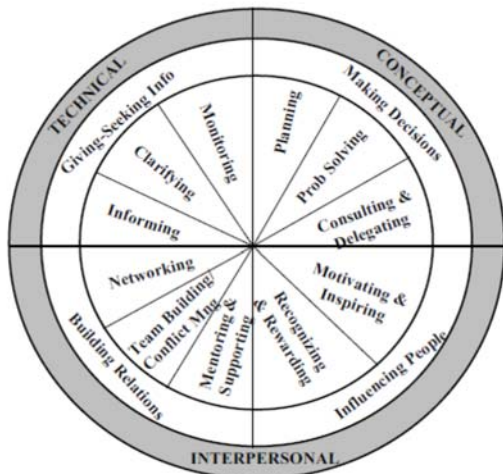
1) The 21 Irrefutable Laws of Leadership, 10th Anniversary Edition: Follow Them and People Will Follow You. John Maxwell, Thomas Nelson Publishing, ISBN 13:978-0785288374, 2007.

2) Daring Visionaries: How Entrepreneurs Build Companies, Inspire Allegiance, and Create Wealth. Ray Smilor, Adams media Corporation, ISBN 13:978-1580624763.

* A variety of articles (14-16) will be posted on the course website to supplement and reinforce the lessons from the textbooks and lectures.

Student Learning Outcomes

Students will explore a range of classic and contemporary approaches to leadership, and their application to understanding leaders, followers, and the situations they encounter. The student learning outcomes for the course were crafted with utilizing Yukl's leadership taxonomy and Bloom's taxonomy of learning domains.



Student Learning Outcomes Area 1 (Laws of Leadership)

1. Identify the skills, attributes, and behaviors that are needed to be an effective leader.
2. Demonstrate an ability to distinguish between various leadership theories to better understand how these theories are applied in practice.
3. Develop an enhanced understanding of leader-follower interactions including the exchange and transforming elements of leadership.
4. Analyze how effective leadership impacts organizations and shapes the development of its vision, values, mission, goals and culture.
5. Describe the power and influence processes by which individuals persuade others to adopt new values, attitudes, and goals.

Student Learning Outcomes Area 2 (Leadership Traits and Skills)

1. Compare and contrast different areas of emphasis for leaders in various professional roles (e.g., private sector, academic, public/governmental organizations, non-profits).
2. Analyze the linkages between leadership and vision, high ethical standards, and the ethical dimensions of leadership, and the relationship between leaders and followers.

3. Identify how personal strengths, skills, attributes, and behaviors shape leadership style and the capacity to lead others.
4. Understand current strengths and weaknesses as a leader and as a follower, and develop a personal approach to the practice of leadership.

Student Learning Outcomes Area 3 (Entrepreneurship)

1. Understand and apply the entrepreneurship process, as well as discern between the different contexts in which the process may unfold, and ways to successfully navigate the process.
2. Demonstrate an ability to distinguish ideas from opportunities and enhance your ability to recognize and evaluate opportunities.
3. Develop a business concept, and critique the viability of your own and others' business concepts.
4. Demonstrate understanding of the entrepreneurial competencies and how entrepreneurs are different from managers. Moreover, develop and apply these entrepreneurial competencies in this class and in your lives.

Student Learning Outcomes Area 4 (Leading Teams and Team Dynamics)

1. Demonstrate an understanding of how leadership impacts organizations.
2. Evaluate collaborative team dynamics and manage conflict and crises.
3. Understand the leader-follower relationship in organizations.

Student Assessment: Students are assessed through a combination of exams, written work, field interviews, a group project, and discussion board posts.

2 February	Discussion Board #1 (10 points)
9 February	Discussion Board #2 (10 points)
14 February	Lessons from Entrepreneurs/Leaders: 5 Interviews (25 points)
16 February	Discussion Board #3 (5 points)
21 February	Exam (20 points)
23 February	In-class Group Presentations on Consulting Project (30 points)

Grading Scale (100 points possible)

A 94 or more	B- 80 - 82.9	D+ 67 - 69.9
A- 90 – 93.9	C+ 77 - 79.9	D 63 – 67.9
B+ 87 - 89.9	C 73 - 76.9	D- 60 - 62.9
B 83 - 86.9	C- 70 - 72.9	E < 60

UF grade points are as follows: A (4.0), A- (3.67), B+ (3.33), B (3.0), B- (2.67), C+ (2.33), C (2.0), C- (1.67), D+ (1.33), D (1.0), D- (.67), E (0.0).

Extra Credit (EC): Students may receive extra credit by completing up to two additional entrepreneur/leader interviews. Each additional interview is eligible for 2.5 points of extra credit for a total of 5 points total. Any additional entrepreneur/leader interviews are due **the same day** as the required five interviews.

Academic Honor Code

By virtue of enrolling in this course, students commit themselves to uphold the Honor Code, which includes the following pledge: "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity." Students are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." It is assumed that students will complete all work independently in each course unless the instructor provides explicit permission to collaborate on course tasks (e.g. assignments, papers, quizzes, exams). Furthermore, as part of a student's obligation to uphold the Honor Code, s/he should report any condition that facilitates academic misconduct to appropriate personnel. It is each student's individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. More information regarding the Student Honor Code can be found at the following URL: www.dso.ufl.edu/SCCR/honorcodes/honorcode.php.

Absences and Make-up Work

Requirements for keeping up with lectures, make-up exams, assignments, and other work are consistent with university policies (catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx).

Key Assignments

Lesson from Entrepreneurs/Leaders

Identify five entrepreneurs/leaders whom you would like to interview. It is advantageous to interview individuals in your field of interest/future profession (please no relatives). Every attempt should be made to conduct face-to-face interviews. "E-mail" interviews are **not acceptable**. Telephone interviews are **strongly discouraged**. Face-to-face is the way to go! Build that network! Find a potential mentor!

Each interview usually takes 30 to 40 minutes. The goal is to "bring to life" some of the concepts and theories presented in the course. The written summary of each interview should be approximately two pages with two-thirds of the content describing the responses to your questions and one third dedicated to your personal insights/best takeaways. I am very interested in big takeaways. You should define at least three.

Example Questions

- 1. Name a person who has had a tremendous impact on you as a leader? Maybe someone who has been a mentor to you? Why and how did this person impact your life?*
- 2. What are the most important decisions you make as a leader in your organization?*

3. *As an organization gets larger there can be a tendency for the “institution” to dampen the “inspiration.” How do you keep this from happening?*
4. *How do you encourage creative thinking within your organization? Where do the great ideas come from in your organization?*
5. *Which of the following is most important in your organization—mission, core values, or vision?*
6. *How do you or others in your organization communicate the “core values”? How do you encourage others in your organization to communicate the “core values”? How do you ensure your organization and its activities are aligned with your “core values”?*
7. *How do you help a new employee understand the culture of your organization?*
8. *When faced with two equally-qualified candidates, how do you determine whom to hire?*
9. *What is one characteristic that you believe every leader/entrepreneur should possess?*
10. *What is the biggest challenge facing leaders/entrepreneurs today?*
11. *What is one mistake you witness young leaders and/or new entrepreneurs frequently making? What are a few behaviors or traits that you have seen that derailed a person career?*
12. *What advice would you give someone going into his/her first leadership position and/or entrepreneurial endeavor?*
13. *What do you do to ensure you continue to grow and develop as a leader?*

Discussion Board Posts

There are three (3) graded discussion boards. The discussion boards are designed to help students meet classmates, facilitate self-reflection, and provide peer-to-peer learning. The topics for this semester’s discussion boards are as follow. Greater detail is provided on the course website.

1. **21 Irrefutable Laws of Leadership** (examples of current leaders who display or violate specific laws) *
2. **Daring Visionaries** (reflect on stories you think will be most impactful in your development as an entrepreneur) *
3. **Self-Reflection** (reflect on key takeaways from the course and their future implications on your career/life choices)

Minimum Participation: One Post (400 words +/- 10%). For 1-2 only, respond to two posts by peers (150 words +/- 10%).