MAN 4930: Leadership  
Fall 2017 (Module 2 – Section 05C0)  
Mondays & Wednesdays: 4:05-6:00pm (Stuzin Hall – Room 014)

Instructor: Dr. Alex Sevilla, Associate Dean & Director  
Heaver School of Business – The University of Florida  
(352) 273-0165 / alex.sevilla@warrington.ufl.edu

Office Hours: 8:00am – 10:00am – Mondays & Wednesdays (by appointment)  
6:00pm on class days

Required Readings:

Text:  Leadership: Theory and Practice (7th edition)  

Required Course Reading Packet (Target Copy):

Collins, Jim – Level 5 Leadership  

Goleman, Daniel – What Makes a Leader?  

Antonakis, John (et al) – Learning Charisma  

Conger, Jay – The Necessary Art of Persuasion  

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

Beeson, John – Why You Didn’t Get That Promotion  

Gabarro, John (et al) – Managing Your Boss  

Christensen, Clayton – How Will You Measure Your Life?  

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 has several key learning objectives, but primarily, it aims to accomplish two critical things:

1. Deepens your understanding of leadership theory and how that relates to the leaders you will work with over the course of your career, and life. The course aspires to give you a leadership lens, helping you assess what makes leaders effective, or ineffective, in practice. Most importantly, the course will define how to use insight generated from your leadership lens to maximize your ability to work with every type of leader you will encounter on your leadership journey.

2. By sharpening your leadership lens, the course aims to give participants an appreciation for the value of truly transformational leadership, for the leader, their team and the organization. The course aspires to increase your interest, capacity and genuine desire to become an emergent leader today, and a transformational leader in the future.

Learning Objectives:

1. Understand leadership theory and demonstrate an ability to distinguish between various leadership theories to better understand how they are applied in practice
2. Identify the skills, attributes and behaviors that are needed to be both an effective and ineffective leader
3. Demonstrate an understanding of how leadership impacts organizations, and more specifically:
   - How exceptional leadership impacts teams and individuals
   - How flawed leadership impacts teams and individuals
4. Demonstrate an understanding of the core tenets of emergent leadership and the potential impact an emerging leader can have on their team, their supervisor/leader and their organization
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, case analysis, 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

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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

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/](http://www.dso.ufl.edu/drc/)
Class Assignments

- Exams (40%) – Exam #1 (25%) and Exam #2 (15%)
  - 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

- Case Competition & Leadership in Action Report: DUE Dec 4th (30%)
  - A case will be provided to the class on the date listed on the schedule
  - The case will be a broad strategy case
  - Teams of (5 or 6) will be formed during the semester
  - Teams will participate in MAN 4930 Case Competition on 12/4 and 12/16
    - December 4th – case competition event
    - December 6th – case competition feedback and learning outcomes
  - Each student will write a three page (max) Leadership in Action Report that will chronicle your experience working on the case competition.
  - Grades will be assigned for case competition and team presentation as defined by the case competition rules and rubric, and Leadership in Action Report rubric, which will be distributed in class once the case is launched
    - Case competition rubric will include:
      - Team presentation during competition - board room quality
      - Ability to incorporate MAN 4930 leadership topics into the solution presented for the case
      - Ability to address the main issues identified in the case
    - Leadership in Action Report rubric will require students to connect specific leadership content from MAN 4930 to this team project, team interactions & decisions, and the overall case experience.

- Lessons from A Leader (15%) – DUE Nov 15th
  - 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 – what were your big take-aways (3+)
    - 4 page cap (at least two pages of learning outcomes)

- Charting your Leadership Journey (15%) – DUE Dec 8th
  - Equipped with the lessons learned from MAN 4930, complete a thought exercise that charts your expected leadership journey for the first five years after graduation from College.
  - The rubric outlining the specific learning objectives for this assignment will be distributed at the midway point in the semester.
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<tr>
<th>Date</th>
<th>Day</th>
<th>Topic</th>
<th>Text</th>
<th>Article</th>
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<tbody>
<tr>
<td>10/23</td>
<td>Monday</td>
<td>Course Overview – Goals &amp; Expectations</td>
<td>Ch 1</td>
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<td>Leadership – An Introduction</td>
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<td><strong>Complete and return assessments in class</strong></td>
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<td>10/25</td>
<td>Wednesday</td>
<td>Leadership &amp; Power</td>
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<td>Trait &amp; Skills Based Leadership</td>
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<td>Style Leadership</td>
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<td>Understanding your leadership style</td>
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<td>Situational Leadership</td>
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<td>Leader-Member Exchange</td>
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<td>11/6</td>
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<td>Leading Teams</td>
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<td>Creating case competition teams - exercise</td>
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<td>11/8</td>
<td>Wednesday</td>
<td><strong>Exam #1 (Room TBD)</strong></td>
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<td>11/13</td>
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<td>Exam #1 – Results</td>
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<td>Leadership Roundtable - Conversation</td>
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<td>Case Competition Launch</td>
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<td>11/15</td>
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<td>Charisma, Influence &amp; Persuasion</td>
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<td>Prepping for the Case Competition</td>
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<td>11/20</td>
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<td>Emotional Intelligence</td>
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<td>11/27</td>
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<td>Transformational Leadership</td>
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<td>Defining the Heavener Transformational Leader</td>
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<td>11/29</td>
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<td>Executive-in-Residence (John Walsh – Disney)</td>
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<td>Dr. S’s Lifetime Leadership Lessons</td>
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<td>12/4</td>
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<td>Leadership Case Competition – Day 1</td>
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<td>Leadership Case Competition – Day 2</td>
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<td>Feedback sessions with judges &amp; peers</td>
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<td>Optional exam review &amp; post class discussion</td>
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