

# UNIVERSITY OF NEVADA LAS VEGAS

## Management Department

### MBA 763 Leadership, Teams and Individuals Syllabus

#### Course Description and Objectives

Strategic management deals with ways firms build and sustain superior competitive positions and achieve long-term profitability. This course develops an integrated view of the firm that encompasses functional areas such as operations, marketing, accounting, and finance. This course will equip you with new concepts and framework needed to be a successful corporate manager.

#### Course Prerequisite

Admitted to the MBA program or approval of the MBA Director.

#### Course Materials

Harvard Business [Case Packet](#).

#### Course Description

This course provides an overview of research and theory on micro-level organizational behavior with emphasis on the skills required for managerial effectiveness in modern complex organizations including motivating and leading employees, developing effective teams, and managerial communication responsibilities.

In short, this is a class about making businesses work better. Most of you have worked in jobs where you thought the boss was an idiot. In this class, we are going to try to provide you with a bag of tools to reduce the number of people who think that about you, either now (if you're already the boss) or in the near future (when you become the boss).

Specifically, students in this course will enhance their ability to:

- Understand and value individual differences and workforce diversity
- Apply behavioral models and theories to understand and anticipate employee behavior.
- Effectively communicate arguments associated with motivating, managing, and leading employees
- Design organizations, jobs, and reward systems to optimize employee motivation and enhance firm performance.
- Effectively design, work in, build, and lead work teams

We will use a number of different methods to deal with the material and accomplish these objectives: lecture, individual and group exercises, individual and group projects. This class is experiential. There are many in-class exercises and in some cases significant out-of-class preparation for the in-class exercises. If you just want to be lectured to and go through the motions of attending class, this is not the class for you. However, if you want to be actively involved in learning about organizational behavior, this IS the class for you.

## Course Expectations

The success of this class depends in large part on your active involvement in the learning process. Thus, I have a set of expectations which, if followed, should result in this class being a fulfilling learning experience for you. I refer to these expectations as the “4 Ps”:

**Preparation.** I expect that you will complete the assigned readings *before each class* so that you will be prepared to participate in class discussions and better comprehend the course material. In particular, when we do a case study, I expect you to read and analyze the case prior to class. In turn, you can expect me to carefully prepare for each class both in terms of delivering lectures and facilitating activities meant to enhance your learning.

**Presence and Punctuality.** If you miss class, you will hinder your ability to learn the course material and the class will not benefit from your insights in class discussions. Thus, while I do not formally take attendance each day, you will find that by missing class, your grade will suffer (see more below). If you do end up having to miss class for a legitimate reason (e.g. illness, school excused activity, death of a loved one, mandatory religious observance), please *contact me before class*. In addition, my expectation is that you will be on time to class each day. I view entering the classroom late the same as showing up late for a scheduled meeting – disruptive and inconsiderate. In turn, you can expect me to end class right on time and keep you continually updated on news items related to the course.

**Principle.** Men and women of integrity are sorely needed in the world of business as well as in our universities. Cheating in any form hinders your ability to master the course material because you become dependent on someone else’s work rather than your own. It also diminishes and reflects a lack of self-esteem. Although more information on the ethics guidelines for this course is given below, suffice it to say here that I expect each student to uphold and defend the highest ethical standards in this class and in all related activities. In turn, you can expect me to treat you with fairness and the utmost respect.

**Participation.** Your participation in class discussions and group projects is essential to your learning and to the success of the class as a whole. It is my sincere belief that each of you has unique insights and skills to share in the class discussions and group projects that will enhance your learning and that of your peers. While more specifics about class and group participation are given below, let me mention one expectation related to class participation right now: *sending text messages, using social media, surfing the web, shopping online, or any other similar activity with laptops, tablets, phones, or other electronic devices during class is strictly prohibited.* In addition, doing work for other courses is also prohibited during class. In turn, you can expect me to strive to promote an environment that is both energizing and conducive to learning. Final Exam (individual)

## Course Structure

50% face-to-face

50% online

Note that if you have contacted me about accommodations for the in-person portion of class you are still expected to engage and participate via the WebEx stream of class.

Online sessions will be a blend of self-paced and group activities using WebCampus/Canvas and other Web sites. Activities will consist of quizzes, blogs, and discussion forums.

Face-to-face sessions will be held on campus.

This course is designed to be entirely delivered online through Canvas. You will use your ACE account to login to the course on [Webcampus](#). If you have not set up an ACE account yet, please contact the [OIT Help Desk](#).

In Canvas, you will access online lessons, course materials, recordings, and other resources designed to deliver course content.

## Technology Needed

Due to this course being delivered 50% online, you will need to have acceptable technology. For this course you will need:

- A computer/laptop/tablet
- A webcam or comparable video recording device (i.e. your camera phone)
- A web browser that is up-to-date
- Canvas requires the following browser components:
  - [Flash](#) is required for media recording, streaming, viewing, and uploading.
  - The [Java plug-in](#) is required for several features in Canvas.
  - [Adobe Acrobat Reader](#) is required to view documents in your browser.

## Grading

Your course grade will be based on a combination of individual and group efforts. This method of evaluation simulates performance evaluation and feedback systems in “real world” organizations and reinforces the notion that leadership is not simply an individual act but rather a social process that transcends any single individual. The weight associated with each requirement is given below.

### Assignment and related points

Final grades are based on the distribution of total points. +/- grades are given. The total number of points awarded for the course is 1000.

- Individual Assignments
  - Participation 100
  - Class quizzes 100
  - Personality Assignment 50
  - Persuasion Assignment 50
  - Exam 1 200
  - Exam 2 200
- Team Assignments
  - Group Cases (5) 250 (50 for each)
  - Team Ratings 50

Total Possible points 1000

### Class Participation and Engagement

Your attendance and participation in class discussions are essential to your learning and to the success of the class as a whole. Accordingly, 10% of your grade will be based on your contribution to class discussions and activities. Your class participation and engagement grade will be based on the following criteria: (a) the quality and frequency of contributions in class discussion, (b) your ability to advance or sharpen in-class discussion and debate, and (c) your professionalism, including living up to the “4 Ps” and respecting class members and their contributions.

In addition, you will be asked to complete various self-assessments throughout the semester which will be discussed during class. There will also be a weekly survey to self-report your participation, preparation, and provide the instructor with feedback. Some of the class participation will also be via online discussion boards.

### Class Quizzes

To check up on your progress with class readings, there will be seven different “pop” quizzes given during the semester. Of the seven quizzes, **two** will be dropped (your two

lowest). Each quiz will be worth 20 points; thus, they will collectively count toward 10% of your total grade. Each quiz will consist of 4-5 questions related to the assigned reading for the day and/or concepts discussed in previous lectures. These quizzes are to be completed before class on the day of the assigned quiz. They will be available and completed online. The quizzes cannot be made up unless you have an excused absence (see the section on my attendance policy).

## **Individual Assignments**

You will be required to complete individual assignments throughout the semester. These assignments are designed to encourage self-assessment and provide opportunities to implement principles learned in class into your life. A handout for each assignment will be provided detailing the deliverables of the assignment.

## **Group Projects**

You will work on several different group assignments during the semester. Most of these assignments involve case analyses. These assignments are designed to give you opportunities to discuss the issues with a given case and come to conclusions as a group. Handouts outlining the case analysis will be provided for each case.

Additionally, you will have the opportunity to evaluate the participation of each group member at the end of the semester. This is to ensure that group members remain engaged and contribute to group assignments.

## **Exams**

There will be a mid-term and a final exam. These exams will consist of a case analysis and short answer/essay questions. The exams are designed to be both a test of your knowledge of the material as well as your ability to apply your knowledge to a given situation.

## **Late Work and Miscellaneous**

All papers and cases are expected to be due by class on the assigned due date. Anything that is turned in later will be considered late. There will be a 10% grade reduction for each day an assignment is late. Additionally, I do not provide “make-up” exams. If you have a scheduling concern because of a university excused absence please talk to me prior to the exam. If you have a dispute about your grade on a given assignment you have one week from the time you received the grade to address the concern with me, after that period the grade cannot be disputed.

## **UNLV Policies**

[Academic Policies](#)

[Student Services & Activities](#)

[University Policies](#)

