Course Title, Number, Section Number: Leadership, BUS 342, Spring-2022
Course Meeting dates/times: N/A
Course Meeting room: N/A

Instructor: Dr. J. Li; Assistant Professor
Office Location: 321 Luther Bonney
Email: jie.li@maine.edu;
Cell Phone: 810-391-8083
Office Hours: Tuesday 3:30-5:00 PM (the Zoom link for office hours is provided in an announcement on Brightspace), or, by appointment (Zoom meeting).

Course Materials & Books:
Required:

Supplemental:
Some supplemental materials will be assigned/provided through Brightspace. Typically, they are required for you to complete certain activities, for example, a discussion forum or an assignment.

Technology Requirements:
Access to a web browsing device (e.g., desktop, laptop, tablet, etc.) and reliable access to the internet.

Course Description, including format:
In today’s diverse and fast-changing workplace, the ability to influence others to achieve results that are beneficial to the society, to the organization, and to you, is essential for the development of your career as an entrepreneur, a manager, or an employee. This course may significantly contribute to you professionally by exposing you to the current leadership concepts and theories. You will have the opportunity to examine the complex leadership phenomena from multiple perspectives, enhance your understanding about leadership, and strengthen your potential to lead. My role is to facilitate your learning. I will provide you with resources and assist you in gaining new perspectives and knowledge. Keep an open mind and be ready to challenge and revise your assumptions are essential for effective learning of this topic. This course is delivered in the online asynchronous format.

Learning Outcomes:
By the end of the course, you are expected to:
1. Articulate the key theories and ideas about Leadership;
2. Apply relevant concepts and theories to explain leadership phenomena;
3. Write clear, concise, and well-organized analyses of leadership cases and offer theory-guided suggestions/solutions to the key issues of the cases;

Class Schedule and Assignments:
The tentative course schedule and other information is in the following table. The content of the schedule as well as the other parts of the syllabus may change throughout the semester. If changes are made to the syllabus, students can find the most up to date syllabus on the course site on Brightspace.
## Chapter Quizzes

There is a quiz for each week’s assigned chapter readings. Each quiz has in total 20 true/false and multiple choice questions randomly drawn from a large question pool. You can take each quiz twice (on Brightspace) and the higher score will be your final grade for the quiz. Each time when you take the quiz, you must finish it in 60 minutes. The lowest quiz grade will not be counted toward your final grade.

## Weekly Written Assignments or Discussion Boards

There is either a written assignment or a discussion board (on Brightspace) that you need to complete each week, with a few exceptions (see course schedule). Specific instructions are provided for each of these items on Brightspace. For the discussion board items, each student needs to post his/her original thoughts in a new thread before he/she can see other students’ postings. In addition, each student needs to comment on two other students’ postings as well as respond to other students’ comments on his/her own postings. It is particularly important for each student to post the initial thread as early as possible to allow enough time for comments and responses. There is a rubric applicable for all written assignments and a rubric for all discussion boards. Read the respective rubric carefully before you work on these items.

## Midterm & Final Exam

There are two exams, a Midterm Exam and a Final Exam. Each exam has some multiple choice questions and two essay questions randomly drawn from a large question pool. Each exam has a 2-hour time limit and can be taken only once. Each exam has a time window (see the course schedule) of a few days, during which students must complete the exam. Missing the exam will result in a grade of zero. Each exam can

### Chapter Reading and Deliverables

<table>
<thead>
<tr>
<th>Week</th>
<th>Chapter Reading</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>W1: 1/18—1/22</td>
<td>Ch1: What do we mean by leadership?</td>
<td>Quiz, Assignment</td>
</tr>
<tr>
<td>W2: 1/23—1/29</td>
<td>Ch2: Leader development</td>
<td>Quiz, Assignment</td>
</tr>
<tr>
<td>W3: 1/30—2/05</td>
<td>Ch3: Skills for developing yourself as a leader</td>
<td>Quiz,</td>
</tr>
<tr>
<td>W4: 2/06—2/12</td>
<td>Ch4: Power &amp; influence</td>
<td>Quiz, Assignment</td>
</tr>
<tr>
<td>W5: 2/13—2/19</td>
<td>Ch5: Values, ethics, &amp; character</td>
<td>Quiz, Discussion Board</td>
</tr>
<tr>
<td>W6: 2/20—2/26</td>
<td>Ch6: Leader attributes</td>
<td>Quiz,</td>
</tr>
<tr>
<td>W7: 2/27—3/05</td>
<td>Ch7: Leadership behavior</td>
<td>Quiz, Assignment</td>
</tr>
<tr>
<td>W8: 3/06—3/12</td>
<td>Midterm Exam (ch1-7)</td>
<td></td>
</tr>
<tr>
<td>W9: 3/13—3/19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>W10: 3/20—3/26</td>
<td>Ch8: Building credibility and influence others</td>
<td>Quiz, Discussion Board</td>
</tr>
<tr>
<td>W11: 3/27—4/02</td>
<td>Ch9: Motivation, satisfaction, &amp; performance</td>
<td>Quiz, Discussion Board</td>
</tr>
<tr>
<td>W12: 4/03—4/09</td>
<td>Ch10: Groups, teams, &amp; leadership</td>
<td>Quiz,</td>
</tr>
<tr>
<td>W13: 4/10—4/16</td>
<td>Ch12: The situation</td>
<td>Quiz, Discussion Board</td>
</tr>
<tr>
<td>W14: 4/17—4/23</td>
<td>Ch13: Contingency theories of leadership</td>
<td>Quiz, Assignment</td>
</tr>
<tr>
<td>W15: 4/24—4/29</td>
<td>Ch14: Leadership &amp; change</td>
<td>Quiz, Assignment</td>
</tr>
</tbody>
</table>

### Regular Weekly Schedule

- **Part 1: Leadership is a process, not a position**
  - W1: 1/18—1/22
  - Ch1: What do we mean by leadership?
  - Quiz, Assignment
  - W2: 1/23—1/29
  - Ch2: Leader development
  - Quiz, Assignment
  - W3: 1/30—2/05
  - Ch3: Skills for developing yourself as a leader
  - Quiz,

- **Part 2: Focus on the leader**
  - W4: 2/06—2/12
  - Ch4: Power & influence
  - Quiz, Assignment
  - W5: 2/13—2/19
  - Ch5: Values, ethics, & character
  - Quiz, Discussion Board
  - W6: 2/20—2/26
  - Ch6: Leader attributes
  - Quiz,
  - W7: 2/27—3/05
  - Ch7: Leadership behavior
  - Quiz, Assignment
  - W8: 3/06—3/12
  - Midterm Exam (ch1-7)
  - Spring Break
  - W9: 3/13—3/19
  - |
  - W10: 3/20—3/26
  - Ch8: Building credibility and influence others
  - Quiz, Discussion Board

- **Part 3: Focus on the followers**
  - W11: 3/27—4/02
  - Ch9: Motivation, satisfaction, & performance
  - Quiz, Discussion Board
  - W12: 4/03—4/09
  - Ch10: Groups, teams, & leadership
  - Quiz,

- **Part 4: Focus on the situation**
  - W13: 4/10—4/16
  - Ch12: The situation
  - Quiz, Discussion Board
  - W14: 4/17—4/23
  - Ch13: Contingency theories of leadership
  - Quiz, Assignment
  - W15: 4/24—4/29
  - Ch14: Leadership & change
  - Quiz, Assignment

- **Finals Week**
  - 5:00-7:00 PM, Tuesday 5/03/2022 : Final Exam (ch8-10, 12-14)
be accessed only one time. Once a student starts an exam, he/she must finish all questions within the time limit.

**Assessment:**
Student learning is assessed with multiple components including Quizzes, assignments, and discussion boards. Quizzes will assess the understanding and retention of basic meanings of leadership concepts and theories. Discussion boards and written assignments assess the ability to critically analyze an OB phenomenon and apply relevant leadership knowledge to either explain or solve leadership problems. Exams assess the proficiency in recalling and/or using leadership knowledge to address leadership questions.

**Grading Criteria:**
Quizzes and Exams are more closely based on the textbook, and so is the grading, particularly the multiple-choice part of these items. Grading rubrics for written assignments and discussion board items are provided on Brightspace. Students need to read and understand the rubrics before they work on those items.

<table>
<thead>
<tr>
<th>Grade Distribution</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter Quizzes 12 @ 20 points each</td>
<td>240</td>
</tr>
<tr>
<td>Assignments 6 @ 20 points each</td>
<td>120</td>
</tr>
<tr>
<td>Discussion Boards 4 @ 20 points each</td>
<td>80</td>
</tr>
<tr>
<td>Midterm Exam 80</td>
<td>80</td>
</tr>
<tr>
<td>Final Exam 80</td>
<td>80</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>600</strong></td>
</tr>
</tbody>
</table>

Final grades will be based strictly on your point total. Grading is a very slippery slope. For the sake of fairness, no “rounding up” will occur. Please plan/prepare accordingly.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>94%</td>
<td>A</td>
</tr>
<tr>
<td>90%</td>
<td>A-</td>
</tr>
<tr>
<td>86%</td>
<td>B+</td>
</tr>
<tr>
<td>82%</td>
<td>B</td>
</tr>
<tr>
<td>78%</td>
<td>B-</td>
</tr>
<tr>
<td>74%</td>
<td>C+</td>
</tr>
<tr>
<td>70%</td>
<td>C</td>
</tr>
<tr>
<td>65%</td>
<td>C-</td>
</tr>
<tr>
<td>60%</td>
<td>D</td>
</tr>
<tr>
<td>Below 60%</td>
<td>F</td>
</tr>
</tbody>
</table>

**Course Evaluations:**
At the end of each semester every student has the opportunity to provide constructive feedback on the course. It is important to me that you take the time to let me know your thoughts about the course. I use your feedback to make improvements in the course materials, assignments, and outcomes.

**COURSE POLICIES**

**COURSE EXPECTATIONS**
1. All quizzes, discussion boards, and assignments are made available two weeks before they are due. The quiz, discussion, or assignment associated with a particular chapter/week are all due at the end of Sunday. Please do not wait until the last few hours to do all the work. Excluding the exams, the deliverables account for 73% of the total grade. Take each of them seriously. Because they are available to you with large time windows, any missed quizzes, discussion boards, and assignments will result in grades of zero.
2. Missed exams will result in grades of zero.

**CLASS CANCELLATION**
Class may be canceled by the university due to health, safety, and/or other considerations.

**ATTENDANCE POLICY: Inclement Weather**
If this course is changed to an online course (at least during the first two weeks), then it is not affected by inclement weather. If this course comes back to face-to-face as planned, then we will follow the inclement weather policies of the university.

TECHNOLOGY IN THE CLASSROOM
Standard classroom technology.

ACADEMIC INTEGRITY / PLAGIARISM
Everyone associated with the University of Southern Maine is expected to adhere to the principles of academic integrity central to the academic function of the University. Any breach of academic integrity represents a serious offense. Each student has a responsibility to know the standards of conduct and expectations of academic integrity that apply to academic tasks. Violations of academic integrity include any actions that attempt to promote or enhance the academic standing of any student by dishonest means. Cheating on an examination, stealing the words or ideas of another (i.e., plagiarism), making statements known to be false or misleading, falsifying the results of one's research, improperly using library materials or computer files, or altering or forging academic records are examples of violations of this policy which are contrary to the academic purposes for which the University exists. Acts that violate academic integrity disrupt the educational process and are not acceptable.

Evidence of a violation of the academic integrity policy will normally result in disciplinary action. A copy of the complete policy may be obtained from the office of Community Standards and Mediation, online at usm.maine.edu/community-standards--mediation/academic-integrity or by calling and requesting a copy at (207) 780-5242.

FINAL EXAMINATIONS
See the sections of Midterm & Final Exam. See course schedule for due times.
It is a USM academic policy that no tests or exams may be scheduled during the last week of classes.

UNIVERSITY POLICIES AND RESOURCES

DISABILITY ACCOMMODATIONS
The university is committed to providing students with disabilities equal access to all university programs and services. If you think you have a disability and would like to request accommodations, please contact the Disability Services Center. Timely notification is essential. The Disability Services Center can be reached by calling 207-780-4706 or by email dsc-usm@maine.edu. If you have already received a faculty accommodation letter from the Disability Services Center and would like to request accommodations for this course, please provide me with that information as soon as possible. Please make a private appointment so that we can review your accommodations together.

TUTORING AND WRITING ASSISTANCE
Tutoring at USM is for all students, not just those who are struggling. Tutoring provides active feedback and practice, and is available for writing, math, and many more subjects. Walk-in tutoring is available at the Glickman Library in Portland, the Gorham Library, and the LAC Writing Center. For best service, we recommend making an appointment at https://usm.maine.edu/learningcommons/schedule-tutoring-appointment. Questions about tutoring should be directed to Naamah Jarnot at 207-780-4554. Interested in becoming a more effective, efficient learner? Check out https://usm.maine.edu/agile!

HEALTH AND COUNSELING
Counseling is available at USM. The best way to schedule an appointment is by phone at 780-5411. More information is available at https://usm.maine.edu/uhcs.

RECOVERY ORIENTED CAMPUS CENTER (ROCC)
A peer support community for students in recovery from substance abuse and other mental health conditions is available at USM. More information may be found online at https://usm.maine.edu/recovery or by contacting ROCC at 207-228-8141.

NONDISCRIMINATION POLICY AND BIAS REPORTING
The University of Southern Maine is an EEO/AA employer, and does not discriminate on the grounds of race, color, religion, sex, sexual orientation, transgender status, gender expression, national origin, citizenship status, age, disability, genetic information or veteran’s status in employment, education, and all other programs and activities. The following person has been designated to handle inquiries regarding non-discrimination policies: Amie Parker, Interim Director of Equal Opportunity, The Farmhouse, University of Maine Augusta, Augusta, ME 04333, 207.581.1226, TTY 711 (Maine Relay System). Incidents of discrimination or bias at USM should be reported to Associate Vice President for Student Affairs David Roussel at 207-780-5242.

STATEMENT ON RELIGIOUS OBSERVANCE FOR USM STUDENTS
Absence for Religious Holy Days: The University of Southern Maine respects the religious beliefs of all members of the community, affirms their rights to observe significant religious holy days, and will make reasonable accommodations, upon request, for such observances. If a student’s religious observance is in conflict with the academic experience, they should inform their instructor(s) of the class or other school functions that will be affected. It is the student’s responsibility to make the necessary arrangements mutually agreed upon with the instructor(s).

TITLE IX STATEMENT
The University of Southern Maine is committed to making our campuses safer places for students. Because of this commitment, and our federal obligations, faculty and other employees are considered mandated reporters when it comes to experiences of interpersonal violence (sexual assault, sexual harassment, dating or domestic violence, and stalking). Disclosures of interpersonal violence must be passed along to the University’s Deputy Title IX Coordinator who can help provide support and academic remedies for students who have been impacted. More information can be found online at http://usm.maine.edu/campus-safety-project or by contacting Sarah E. Holmes at usm.TitleIX@maine.edu or 207-780-5767.

If students want to speak with someone confidentially, the following resources are available on and off campus: University Counseling Services (207-780-4050); 24 Hour Sexual Assault Hotline (1-800-871-7741); 24 Hour Domestic Violence Hotline (1-866-834-4357).

POLICY ON ACCEPTABLE CONDUCT IN CLASS SETTINGS
If a student substantially disrupts a class, the professor may ask the student to align with this policy on conduct in a class setting. If the student refuses, the professor may, at their discretion, ask the student to leave. If the professor takes this step, they must attempt to communicate with the student and provide informal counsel and advice. The professor may elect to notify their dean of the situation as well. If the student disrupts the class again, the professor may, at their discretion, provide a written notification to the student, describe the offending behavior, and refer the student’s case to the appropriate academic dean and notify the dean of students that an official student conduct code violation has occurred [https://usm.maine.edu/community-standards-mediation/conduct-process].

COVID FACE COVERING REQUIREMENT
Per USM and the University of Maine System, all students, faculty, and staff members are required to wear a face covering, including during all face-to-face classes. Resident students are exempted from this requirement when in their own room in the residence hall. Students seeking additional exceptions from this requirement should refer to the DISABILITY ACCOMMODATIONS section of this syllabus. https://www.maine.edu/together/community-guidance/everyone/