



**MGMT 3625-001 Leadership in Organizations
Spring 2023
Course Syllabus**

**Blended Format
Meets Selected Wednesdays 6:00pm – 8:30pm in SSB 411**

About the Instructor

Professor: Dr. John P. Meriac, Ph.D.
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Office Hours: Wednesdays 2:00pm – 4:00pm, or by appointment.
Zoom Link for Office Hours: [Spring 2023 Office Hours](#)

Course Objectives and Overview

This course introduces classic and contemporary perspectives on leadership. Topics will include key leadership theories, methods for developing leadership skills, and contextual issues surrounding the effective practice of leadership. Material will be discussed through an evidence-based approach, drawing from research developments to inform best practices in business organizations.

Prerequisites

MGMT 3600 and a minimum 2.0 campus GPA, or instructor's permission. If you do not meet these requirements please contact the instructor immediately.

Welcome

Welcome to our class! My name is Dr. John Meriac, and I am an Associate Professor in the Department of Global Leadership and Management at UMSL. I conduct research on several of the topics we will discuss in the class including leadership and managerial assessments, personality and individual differences, job performance, and more. In addition to this class, I also regularly teach topics including Organizational Behavior, Human Resource Management, and Advanced Quantitative Methods at UMSL.

The topics we will discuss throughout the course are designed to be relevant to the wide range of leadership situations that arise in work and everyday life. In our discussions, we will address concepts behind influence processes and methods for developing leadership skills from various perspectives. Course material will be covered through lecture, exercises, case studies, and other types of examples.

Required Textbook

Northouse, P. G. (2022). *Leadership: Theory and practice* (9th ed.). Thousand Oaks, CA: Sage Publications. (eBook version through Sage Vantage).

This course uses Sage Vantage, and is enrolled in AutoAccess. Your student account will be charged for the cost of the textbook directly at the lowest cost available through the publisher. You will have access to the material through Canvas on the first day of class.

Supplemental Required Readings

Additional required readings will be assigned throughout the course to supplement key issues not covered in the textbook. These are available via Canvas and the weeks they are assigned are indicated on the schedule below as “Supplemental 1”, etc.

Supplemental 1: Hughes, R. L., Ginnett, R. C., & Curphy, G. L. (2019). *Leadership: Enhancing the lessons of experience* (9th ed.). Thousand Oaks, CA: Sage. (Chapter 4: Power and Influence)

Supplemental 2: Yukl, G. (2006). *Leadership in organizations* (6th ed.). Upper Saddle River, NJ: Prentice Hall. (Chapter 4: Participative Leadership, Delegation, and Empowerment)

Supplemental 3: Higgs, M. (2009). The good, the bad and the ugly: Leadership and Narcissism. *Journal of Change Management*, 9, 165-178.

Supplemental 4: Lipman-Blumen, J. (2010). Toxic leaders: They're plentiful. In G. Hickman (Ed.) *Leading organizations: Perspectives for a new era* (pp. 377 - 390). Thousand Oaks, CA: Sage Publications.

Optional Readings and Other Resources - I will also post additional materials on Canvas throughout the course. These materials may provide more information or a different viewpoint on our discussion, highlight new developments in the field, or are relevant to questions asked by the class. These materials are *optional* and available only if you choose to read them, but you are strongly encouraged to do so.

Course Learning Objectives

Upon successful completion of this course, students will be able to:

- Discuss the nature of leadership from both a classical perspective and contemporary viewpoint.
- Explain the contextual issues surrounding influence processes.
- Explain the relative efficacy of different leadership approaches regarding their evidence-based support and practical application.
- Apply principles of leadership theories and models to enhance your leadership effectiveness.

Additional Course Requirements

Because this is a blended course format, you must have access to a computer and reliable internet access to participate during asynchronous weeks. Online materials will include course videos, assessments, discussion boards, and other activities. In addition, assignments and exams will be administered online.

Tentative Course Schedule

Date	Topics	Readings / Assignments
Jan 18	Defining Leadership (Meet In-Person)	N1
Jan 25	Power and Influence	S1; D1
Feb 1	Trait Approach to Leadership (Meet In-Person)	N2
Feb 8	Leadership Skills	N3; V(x2); A(x1)
Feb 15	Leadership Style (Meet In-Person)	N4
Feb 22	Interactionist Perspectives (Meet In-Person)	N5; A(x1)
March 1	Followership	N13; D2; V(x2)
March 8	Mid-Term Wed March 8 – Thurs March 9	
March 15	Participative Leadership (Meet In-Person)	S2
March 22	Path-Goal Theory, Leader-Member Exchange	N6, N7; A(x1); V(x2)
March 29	Spring Break / No Classes	
April 5	Transformational Leadership (Meet In-Person)	N8; A(x1)
April 12	Dark Side of Leadership (Meet In-Person)	S3, S4
April 19	Authentic Leadership	N9; D3; V(x2)
April 26	Ethical Leadership and Servant Leadership	N10, N15; D4; V(x1)
May 3	Contextual Issues and Leadership (Meet In-Person)	North 12, 14
May 10	Final Exam Wed May 10 – Thurs May 11	

Note. N = Northouse book chapter, S = Supplemental reading, D = Discussion board, V = Video Activity, A = Assessment. The schedule may be adjusted if necessary.

Grading Information

Your course grade will be based on points earned from the following sources:

Source	Point Value
Exams (2 total, 100 points each)	200
Discussions (4 total, 20 points each)	80
Participation (frequency and point values vary)	80
Chapter Quizzes	75
Assessments and Video Activities	65
Total Points for Course	500

Exams – Two exams will be administered throughout the course: a mid-term and a final. Exams will be administered online via Canvas, and you will have two days to take them. Exams will be timed and will require Respondus Lockdown Browser (which requires Microsoft Windows, MacOS, or the Canvas iOS app for iPads but will not work on Chromebooks or other operating systems). More information about the exams will be provided in a handout approximately a week before the exam.

Discussion Boards – Four discussion board assignments will be assigned throughout the course. The purpose of these assignments will be to apply the theories and principles discussed in class to real-world situations and/or examples. Assignments must be submitted electronically in the discussion boards. Weekly due dates for each discussion are included below. More information about the assignments will be provided in Canvas.

Chapter Quizzes – Each assigned chapter will require you to complete a short quiz (approximately 10 - 15 questions each). These quizzes may be repeated until you earn full credit, and are intended to provide you with examples of the types of questions you will see on the exams. Links for each quiz are included in the Canvas modules.

Assessments and Video Activities – Several assessments and other application-based exercises will be assigned throughout the course. These activities will provide you with insights about the leadership topics we are covering in each chapter. These are full credit, and you can complete them as many times as you like to earn full credit. However, they are required and must be completed to earn full credit in the course.

Participation – A major component of this course is your participation. The type and amount of participation may vary by topic. Examples of participation may include, but are not limited to group exercises, case studies, leadership assessments, and your input during class discussions. Points will be earned through your participation during class meetings. Because these are participation points, you must be present to earn them.

Extra Credit – A limited number of extra credit points will be available throughout our course. These points can be used to make up some missed participation or late assignment points. More information will be provided about the opportunities via Canvas.

Grade Calculation – Grades will be computed based on the point values earned on exams, homework assignments, and participation. Letter grades will be assigned to point values in the ranges specified below. The electronic grade sheet on Canvas will be updated throughout the course so you can keep track of your current grade.

Grade	Point Range	Percentage	Grade	Point Range	Percentage
A	463 - 500	93% - 100%	C	363 - 387	73% - 76%
A-	448 - 462	90% - 92%	C-	348 - 362	70% - 72%
B+	433 - 447	87% - 89%	D+	333 - 347	67% - 69%
B	413 - 432	83% - 86%	D	313 - 332	63% - 66%
B-	398 - 412	80% - 82%	D-	298 - 312	60% - 62%
C+	388 - 397	77% - 79%	F	0 - 297	0 - 59%

Class Etiquette and Constructive Interactions

It is important that our virtual and in-person classroom environment(s) promote a respectful and inclusive exchange of ideas. This includes being sensitive to the views and beliefs expressed during discussions whether in class or online. Please review the guidelines below to ensure that you are participating in an effective and respectful way with your classmates.

Be self-reflective before you post an emotional response and reread what you have written to ensure it is conveyed constructively. Think of your comments as printed in the newspaper. Your online comments will be seen, heard and remembered by others in the class.

Be constructive. You can challenge ideas and the course content, but avoid becoming too negative. When you disagree politely you stimulate and encourage great discussion. You also maintain positive relationships with others with whom you may disagree on a certain point.

Keep the conversation on topic by responding to questions, adding thoughtful comments about the topics at hand. Online dialogue is like conversation. If there is a particular dialogue going on, please add to it, but if you have something new to say, please post it in another thread.

Use effective communication:

- Speak clearly in the classroom so that everyone can hear you clearly.
- In written communication, avoid using all caps or unfamiliar shorthand.
- Be polite, understate rather than overstate your point, and use positive language.
- If you are using acronyms, jargon or uncommon terms, be sure to explain them so everyone can understand what you mean. Avoid “text-message” acronyms (e.g., LOL, SMH).

Ask for clarification to a point if you feel emotional from a classmate’s post. It could be possible that you misunderstood his/her point. This strategy will also help you step away from the intensity of the moment to allow for more reflection.

Foster community. Share your great ideas and contribute to ongoing discussions, both in the classroom and in the online discussion boards. Consider each comment you make as one that is adding to, or detracting from, a positive learning environment for you and your classmates. Many contributions may involve sharing your experiences or perspective, but keep the discussion on track.

Define your terms. When using acronyms or terms that are particular to your field (or new to our course), please define them for others. Not everybody will be familiar with all terminology.

If your in-class comments or posts on discussion boards are of poor quality, off-topic, or violate any of the rules above, I will follow up with you privately to let you know. Repeated offenses will result in a lower discussion grade.

Additional Course Policies and Other Information

Contacting Me – Email is the best way to contact me, using your official UMSL email account. It is your responsibility to use and monitor this account. I am available virtually (using Zoom) during office hours, or we can make an appointment if scheduled office hour times do not work. In addition, I will send any announcements via Canvas, to your UMSL email account. I will do my best to respond to any emails within 24 hours of receiving them during the work week.

Timelines and Grading – If you submit discussion assignments late, you will automatically receive a 20% deduction for each day it is late. Assignments must be submitted in Canvas by midnight on the assigned due date. Assignments will typically be graded within 48 hours of the due date.

Taking Exams Early – Exams will be administered online through Canvas. You may take the exam at any time during the 48 hour period it is available. If for any reason this time period does not work for you, you may take an exam early. However you must let me know about any conflicts in advance. Only in extreme circumstances will late exams be considered, and will be in all-essay format.

Missed Classes – If you are absent, then you have missed important information that is likely to appear on the exams. Handouts will be available via Canvas, which provide an overview of the material that we discussed. I am available to answer questions during office hours or by appointment, but I will not give full make-up lectures when you are absent. If you miss participation points for any reason, a limited number of points may be “made up” through extra credit opportunities. More information about extra credit will be posted in Canvas.

Academic Support Services - This course uses MyConnect to help facilitate your success. If it is apparent that you are at risk for failing the course, the Office of Student Enrichment and Achievement will be contacted to help develop strategies for improving your performance. Additionally, if at any point during the class you would like to seek assistance from the Office of Student Enrichment and Achievement, please visit their website for their contact information.
[UMSL SEA Office](#)

Disruptive Behavior – You are expected to participate in our discussions, which includes responding to questions and providing examples of course material. However, if any behavior is disruptive to the instructor or to other students, you will be asked to stop. If the behavior persists, you will be dismissed from the course or dropped from the roster at my discretion.

Intellectual Property – Course materials are available exclusively for your learning. Handouts or assignments may not be distributed without the instructor’s written consent. Please speak with me before recording any class activity or sharing any materials outside of our class setting. It is a violation of university policy to make or distribute recordings without prior authorization and the permission of others who are recorded.

Technology Issues – If you have problems logging into Canvas, taking exams online, or using UMSL online resources (e.g., Lockdown Browser, Google Apps, Zoom) or an issue within the course site, please contact the Technology Support Center. For more information, call 314-516-6034 or by visit their website at [UMSL Technology Support Website](#)

Academic Dishonesty – Academic dishonesty includes cheating, plagiarism, and sabotage. In accordance with UMSL policy, if academic dishonesty of any form is suspected it will be investigated and reported. Disciplinary actions may include a failing grade on the assignment for all parties involved, a failing grade in the course, or possible dismissal from the university. If you have questions about what constitutes academic dishonesty, please visit the following website or just ask me. [UMSL Academic Affairs / Academic Dishonesty Guidelines](#)

Title IX Mandatory Reporting – Under Title IX, all UMSL faculty, staff, and administrators (with limited exception) are obligated to report any incidents of sexual harassment, sexual misconduct, sexual assault, or gender discrimination to the Student Affairs office and/or other University officials. This ensures that all parties are protected from further abuses and that victim(s) are supported by trained counselors and professionals: [UMSL Title IX Office](#)

Special Accommodations – You must first contact Disability Access Services (DAS). Next, please contact me. We will discuss and make reasonable accommodations for you as needed. For more information, call 314-516-6554 or visit the following website: [UMSL DAS Office](#)

Additional Resources – in addition to the above resources, many more campus resources are available. Please see [Canvas Support & Policies](#)