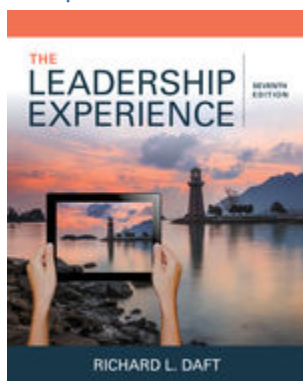| Instructor	Miguel Lozano, PhD
Course	MANA 7339 Leadership Development
E-mail	malozano@cougarnet.uh.edu E-mail me directly at the above address rather than through Canvas. Response time is within 24-48 hours, excluding weekends and holidays.

Required Textbook

MindTap Management, 1 term (6 months) Instant Access for Daft's The Leadership Experience , 7th Edition

Richard L. Daft
ISBN-10: 1-337-10230-X
ISBN-13: 978-1-337-10230-8

Course Objectives

- To discover the behaviors and competencies that contributes to leadership effectiveness.
- To understand the role of the inner self in leading others.
- To study examples of how to improve leadership effectiveness.
- To improve problem-solving skills related to leadership.
- To learn how to lead direct reports with varying levels of motivation and ability.
- To gain insight into leadership vis-à-vis the decision-making process.
- To consider how to increase leadership effectiveness in the future.

Course Description

Writers and executives have frequently heralded leadership as the key to sustained competitive advantage on the part of U.S. organizations. It is also clear that the possession of leadership qualities and the display of leader behavior are requirements for individuals attempting to progress in their careers. Further, research suggests that the perception of leader effectiveness is influenced by both race and gender. As diversity in organizations increases, and as citizens of a highly diverse city, we will be incorporating these perceptions and the difficulties and opportunities they create for employees who wish to advance their careers into leadership positions. In this course students will learn about the various ways to demonstrate leadership effectively.

Graded Components

1. **Cengage/MindTap Quizzes:** Quizzes are worth 15 points each and are available through the publisher of our textbook (Cengage) and their MindTap materials. You must have the proper version of the textbook in order to access these online materials. You will only be able to submit the quiz one time, so do not begin the quiz until you are ready to focus and complete it in one sitting

   If you have a technical issue of some kind on the day when a quiz is due, I will not reopen the quizzes for you to take. It is your responsibility to plan your week accordingly and not wait until the last minute to access an assignment or quiz and realize you are having an issue.

2. **Personal Response Forum:** Personal response forums are 5 points each and allow you the opportunity to apply class topics to your own experiences and vice versa.

   *For full credit, you must:
   A) show the ability to link material of the textbook to (1) your personal experience and (2) the context described in the prompt for personal forum.
   B) respond to at least one classmate's post in an insightful manner (ask topic-related, thought-provoking questions, further develop classmate's arguments, introduce alternatives, support (or argue) classmate's statements with specific examples from the textbook, business media, and/or personal profession experiences).

3. **Special Assignments:** There will be **four** special assignments, each worth 35 points. You may be assigned to a group that has four or five group members or it may be individual and will be given an assignment that incorporates the chapters covered.

   For Group Assignments: This assignment will require the group to coordinate and respond to a prompt provided by the professor.

   *Any student in the group who does not participate equally will receive a downward grade adjustment for the assignment.

   **Further, any student in the group who fails to participate equally across all group assignments will receive a reduction in their final course grade by one letter grade.

4. **Attendance:** Starting week 2, attendance will be documented for each student. Students will earn 40 points for attending class. Students can have two unexcused absences in the semester. We will have many class activities and guest speakers.

Assignments and grades

Assignments	Points	Percent of Total Grade
MindTap Quizzes (10 quizzes x 5 points each)	50	10%
Special Assignments (4 x 35 points each)	140	29%
Personal Response Forums (10 x 15 points each)	150	32%
Attendance (9 x 15 points each)	135	28%
Total points	**475**	**100%**

Grade	Percentage	Grade	Percentage
A	94 and above	C	74% – 76%
A-	90% - 93%	C-	70% – 73%
B+	87% – 89%	D+	67% – 69%
B	84% – 86%	D	64% – 66%
B-	80% – 83%	D-	60%– 63%
C+	77% - 79%	F	Below 60%

- No individual extra credit opportunities will be offered.

- Professor reserves the right to give extra points for the assignments/discussion contributions/project contributions that offer particularly valuable insights

Class Format and Canvas

This is an in-person course. The class will meet on campus, but Canvas will be used to administer the course. All scores and grades will be posted on Canvas for this course. Additionally, all mass communications from the instructor will be done using email through Canvas. Thus, it is important that you understand how Canvas works. Canvas Support hotline - (855) 597-3394.

It is your responsibility to have an up-to-date email address as Canvas sends announcements to the e-mail address it has on file.

It is advisable to complete the readings prior to engaging in the online discussions. All assignments are due on the days and timeframes listed in the course schedule and posted throughout Canvas.

Class Policies and Expectations

Readings, quizzes, group collaborations, and personal response forums must be completed according to the class schedule. Since this is an online course that is based on self-directed learning, it is important for you to manage your time efficiently. This means you should be both willing and able to take responsibility for your own learning – both in terms of progress through the course materials and when the learning process occurs. My role as your instructor is to help you go through this process effectively and provide graded, constructive feedback on your assignments.

It is important that you ask any and all questions that you may have that are relevant to the topics covered. All questions are important; if you do not understand a concept, ASK!
You are responsible for reading and understanding the policies and the assignments as outlined in this syllabus. Please make sure that you read the syllabus carefully.

Important University Policies

Mental Health and Wellness Resources
The University of Houston has a number of resources to support students' mental health and overall wellness, including CoogsCARE and the UH Go App. UH Counseling and Psychological Services (CAPS) offers 24/7 mental health support for all students, addressing various concerns like stress, college adjustment and sadness. CAPS provides individual and couples counseling, group therapy, workshops and connections to other support services on and off-campus. For assistance visit uh.edu/caps, call 713-743-5454, or visit a Let's Talk location in-person or virtually. Let's Talk are daily, informal confidential consultations with CAPS therapists where no appointment or paperwork is needed.
The Student Health Center offers a Psychiatry Clinic for enrolled UH students. Call 713-743-5149 during clinic hours, Monday through Friday 8 a.m. - 4:30 p.m. to schedule an appointment. The A.D. Bruce Religion Center offers spiritual support and a variety of programs centered on well-being.
Need Support Now?
If you or someone you know is struggling or in crisis, help is available. Call CAPS crisis support 24/7 at 713-743-5454, or the National Suicide and Crisis Lifeline: call or text 988, or chat 988lifeline.org.
Academic Honesty Policy
High ethical standards are critical to the integrity of any institution, and bear directly on the ultimate value of conferred degrees. All UH community members are expected to contribute to an atmosphere of the highest possible ethical standards. Maintaining such an atmosphere requires that any instances of academic dishonesty be recognized and addressed. The UH Academic Honesty Policy is designed to handle those instances with fairness to all parties involved: the students, the instructors, and the University itself. All students and faculty of the University of Houston are responsible for being familiar with this policy.

Title IX/Sexual Misconduct
Per the UHS Sexual Misconduct Policy, your instructor is a "responsible employee" for reporting purposes under Title IX regulations and state law and must report incidents of sexual misconduct (sexual harassment, non-consensual sexual contact, sexual assault, sexual exploitation, sexual

intimidation, intimate partner violence, or stalking) about which they become aware to the Title IX office. Please know there are places on campus where you can make a report in confidence. You can find more information about resources on the Title IX website at https://uh.edu/equal-opportunity/title-ix-sexual-misconduct/resources/.

Reasonable Academic Adjustments/Auxiliary Aids
The University of Houston is committed to providing an academic environment and educational programs that are accessible for its students. Any student with a disability who is experiencing barriers to learning, assessment or participation is encouraged to contact the Justin Dart, Jr. Student Accessibility Center (Dart Center) to learn more about academic accommodations and support that may be available to them. Students seeking academic accommodations will need to register with the Dart Center as soon as possible to ensure timely implementation of approved accommodations. Please contact the Dart Center by visiting the website: https://uh.edu/accessibility/ calling (713) 743-5400, or emailing jdcenter@Central.UH.EDU.

Excused Absence Policy
Regular class attendance, participation, and engagement in coursework are important contributors to student success. Absences may be excused as provided in the University of Houston Undergraduate Excused Absence Policy and Graduate Excused Absence Policy for reasons including: medical illness of student or close relative, death of a close family member, legal or government proceeding that a student is obligated to attend, recognized professional and educational activities where the student is presenting, and University-sponsored activity or athletic competition. Under these policies, students with excused absences will be provided with an opportunity to make up any quiz, exam or other work that contributes to the course grade or a satisfactory alternative. Please read the full policy for details regarding reasons for excused absences, the approval process, and extended absences. Additional policies address absences related to military service, religious holy days, pregnancy and related conditions, and disability.

Recording of Class
Students may not record all or part of class, livestream all or part of class, or make/distribute screen captures, without advanced written consent of the instructor. If you have or think you may have a disability such that you need to record class-related activities, please contact the Justin Dart, Jr. Student Accessibility Center. If you have an accommodation to record class-related activities, those recordings may not be shared with any other student, whether in this course or not, or with any other person or on any other platform. Classes may be recorded by the instructor. Students may use instructor's recordings for their own studying and notetaking. Instructor's recordings are not authorized to be shared with anyone without the prior written approval of the instructor. Failure to comply with requirements regarding recordings will result in a disciplinary referral to the Dean of Students Office and may result in disciplinary action. Recommended Language and Guidance

Resources for Online Learning
The University of Houston is committed to student success, and provides information to optimize the online learning experience through our Power-On website. Please visit this website for a comprehensive set of resources, tools, and tips including: obtaining access to the internet, AccessUH and Canvas; using your smartphone as a webcam; and downloading Microsoft Office 365 at no cost. For questions or assistance contact UHOnline@uh.edu.

UH Email

Please check and use your Cougarnet email for communications related to this course. Faculty use the Cougarnet email to respond to course-related inquiries such as grade queries or progress reports for reasons of FERPA. To access your Cougarnet email, login to your Microsoft 365 account with your Cougarnet credentials. Visit University Information Technology (UIT) for instructions on how to connect your Cougarnet e-mail on a mobile device.

Webcams
Access to a webcam is required for students participating remotely in this course. Webcams must be turned on (state when webcams are required to be on and the academic basis for requiring them to be on). (Example: Webcams must be turned on during exams to ensure the academic integrity of exam administration.)

Security Escorts and Cougar Ride
UHPD continually works with the University community to make the campus a safe place to learn, work, and live. The security escort service is designed for the community members who have safety concerns and would like to have a Security Officer walk with them, for their safety, as they make their way across campus. Based on availability either a UHPD Security Officer or Police Officer will escort students, faculty, and staff to locations beginning and ending on campus. If you feel that you need a Security Officer to walk with you for your safety, please call 713-743-3333. Arrangements may be made for special needs.

Parking and Transportation Services also offers a late-night, on-demand shuttle service called "Cougar Ride" that provides rides to and from all on-campus shuttle stops, as well as the MD Anderson Library, Cougar Village/Moody Towers and the UH Technology Bridge. Rides can be requested through the UH Go app. Days and hours of operation can be found at https://uh.edu/af-university-services/parking/cougar-ride/.

Artificial Intelligence
Instructors are recommended to develop language that will guide students in their use or prohibition of use of AI related tools. If an instructor allows the use of AI tools, they should clearly indicate in what ways they can be used, how they should be cited/reported, and for which assignments they are allowed. Note that Turnitin currently has a filter for ChatGPT, although there is approximately 2% rate of false positives. The following is a collection of classroom policies from a variety of universities for AI generative tools: Classroom Policies for AI Generative Tools (google.com).