



University of International Business and Economics International Summer School

MGT 374 Leadership and Teams

Term: June 12th – July 7th, 2023

Instructor: Fuxi Wang

Home Institution: China Agricultural University

Email: wangfuxi@cau.edu.cn

Class Hours: Monday through Friday, 120 minutes each day (2,400 minutes in total)

Office Hours: TBD

Discussion Session: 2 hours each week

Total Contact Hours: 64 contact hours (45 minutes each, 48 hours in total)

Location: WEB

Credit: 4 units

Course Description:

The course explores effective leadership behavior and teamwork skills in work organizations. Students will engage in the enhancement of their own skills in these areas combined with the study of empirical findings and classic and contemporary models of leadership and group dynamics.

Learning Outcomes:

By taking the course, students should be able to achieve the following:

- ✧ Identify the different ways leadership has been defined
- ✧ Discuss types of teams
- ✧ Identify the different roles and activities commonly required for managers
- ✧ Discuss how teams are designed
- ✧ Identify how leader behavior can be described with either broad or specific categories
- ✧ Identify methods for leading teams
- ✧ Recognize how to build team cohesion and trust
- ✧ Describe how to develop an appealing vision for the organization
- ✧ Recognize methods for improving performance and productivity
- ✧ Identify different forms of participative leadership and empowerment
- ✧ Discuss methods to enhance team communication and intelligence
- ✧ Identify how leader traits and skills are related to effective leadership

Required Textbook:

Leadership in Organizations, by Gary Yukl and William Gardner, 9th Edition, Pearson, 2020.

Course Grading:

EXAMS (60%): Four exams from the textbook are scheduled for this course.

1. Module One Exam (Chapters 1, 2, 3 & 4)
2. Module Two Exam (Chapters 5, 6, 7 & 8)
3. Module Three Exam (Chapters 9, 10, 11 & 12)
4. Module Four Exam (Chapters 13, 14 & 15)

Teams Article - Module Discussions (20%):

There will be four Team Article - Module Discussions (Modules 1-4). Instructor will provide a team related topic for each discussion in class. Students will provide a summary of the article in class. The student, to receive an “A” grade, needs to respond with their article summary by the first due date and a minimum of two (2) substantive comments to other students by the second due date. To be substantive, all discussion need to contain specific examples to clarify and support your main points. Due dates will be listed in each discussion description in the Discussions section in Blackboard. These weekly discussions are both homework assignments, and substitute for classroom interactions. Unlike text messages, your written responses need to follow correct capitalization, grammar, and spelling rules. Points will be deducted for improper grammar and capitalization.

Self-Awareness Assignment (20%):

Understanding your developmental needs and how they can affect your performance is a skill that will help you throughout your career. For this assignment you will have the opportunity to identify some of your strengths and some of your developmental needs and then develop a plan of action as to how you can capitalize on your strengths and improve your weaknesses. For the paper you will identify two personal areas of strength and two areas of development. Based on this, you will be required to identify your areas of strength and development and indicate (a) concrete examples of how you demonstrate these strengths/weaknesses and (b) how each of these hinder or help your current performance at work and/or in school. You will need to draw on theory to explain why these strengths / developmental needs are likely to affect your performance and how they might impact your future career. Then, you will develop a plan that outlines how you could improve your weakness and how you can capitalize on your strength to succeed in your chosen career.

Grading Scale:

Assignments and examinations will be graded according to the following grade scale:

A	90-100	C+	72-74
A-	85-89	C	68-71
B+	82-84	C-	64-67
B	78-81	D	60-63
B-	75-77	F	below 60

Course Requirements:

This course requires time and effort as well as self- discipline and self-motivation of every student to accomplish the course. Course syllabus is under Syllabus and exams/assignments are under are Course Content in Blackboard. Students are expected to finish all assignments by the due dates. Due dates (deadlines) are strictly observed. Please plan your time accordingly.

Course Calendar:

Week	Topics	Assignments	Due Dates
1	The Nature of Leadership Leadership Behavior The Leadership Situation and Adaptive Leadership Decision Making and Empowerment by Leaders	Read Chapters 1,2,3,4 Team Article Discussion, Module 1 Exam Begin Working on Self-Awareness Assignment	TBD
2	Leading Change and Innovation Power and Influence Tactics Leader Traits and Skills Charismatic and Transformational Leadership	Read Chapters 5,6,7,8 Team Article Discussion, Module 2 Exam Continue working on Self-Awareness Assignment	TBD
3	Values-Based and Ethical Leadership Dyadic Relations and Followers Leadership in Teams and Decision Groups Strategic Leadership in Organizations	Read Chapters 9,10,11,12 Team Article Discussion, Module 3 Exam Continue working on Self-Awareness Assignment	TBD
4	Cross-Cultural Leadership and Diversity Developing Leadership Skills Overview and Integration	Read Chapters 13,14,15 Team Article Discussion, Module 4 Exam Finish Working on Self-Awareness Assignment	TBD