



UNCG
Bryan School of
Business *and* Economics

Course Syllabus
ENT/BUS 339 – Entrepreneurial Leadership
Online

INSTRUCTOR INFORMATION:

Professor: Dr. Terry Mullins
Office: Bryan 347
Office Hours: 2:00 – 4:00 p.m. Tuesday, Thursday & by appointment
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COURSE DESCRIPTION:

Students will study leadership theories, skills and practices necessary for effectiveness in varied entrepreneurial settings, including private businesses, corporations, not-for-profit organizations, and social movements.

REQUIRED TEXTS:

Leadership: Research Findings, Practice and Skills (7th edition) by Andrew J. DuBrin, published by South-Western – Cengage Learning, 2012.

There are five films assigned for this course. The Calendar section of this syllabus identifies the movies and the dates by which you should watch them. If you have seen an assigned movie previously, please watch it again in its entirety, viewing it through the lens of leadership theory. Please study and evaluate each film in terms of the insights it provides about leadership.

The assignment of a film is not necessarily an endorsement of the beliefs, mores or behaviors depicted in the film.

STUDENT LEARNING OUTCOMES: Upon the successful completion of this course, students will be able to:

1. Identify and describe major leadership theories and the researchers associated with those theories;
2. Describe the behaviors of effective leaders in a variety of situations;
3. Discover the personal, behavioral and situational factors in a leadership situation that lead to success or failure;
4. Use self-assessment tools to evaluate their own level of leadership development;
5. Identify the skills of effective leaders;
6. Discuss the leadership strategies of leaders depicted in popular culture and the media;
7. Create a leadership product that demonstrates the level of the student's awareness of entrepreneurial leadership principles.

TEACHING STRATEGIES:

Content is delivered through student review of textbook materials including self-assessments, on-line lectures, and media including feature length movies, discussion boards, project development/presentation, and exams. A strong emphasis is placed on allowing students to project text-based principles onto media observations in an effort to link leadership theory to effective leadership behavior in an entrepreneurial context.

Films will form an important part of the source material for course discussion. The assigned textbook outlines leadership theories and the underlying research that supports and critiques those theories. The text will also explore the behaviors and attitudes of both effective and ineffective leaders, with an emphasis on entrepreneurial settings. The course will rely on popular culture depictions of leaders as a springboard for the discussion, analysis and synthesis of key entrepreneurial leadership issues.

Over the semester, the student will view several films that focus on entrepreneurial leadership in many different organizational settings. Based on the films, the class will participate in online discussions of major leadership concepts as illustrated in the films. The students will complete two online exams (both multiple-choice) that will measure their knowledge of leadership theories and research. As a capstone (course ending) project, the student will choose a film other than those that are a part of the course and will create a film discussion/teaching guide that clearly links behaviors in the film to tenets of entrepreneurial leadership discussed throughout the course. In preparing this final project, the student will demonstrate the ability to apply the knowledge gained in this course to settings outside the previously assigned course films.

EVALUATION METHODS AND GUIDELINES FOR ASSIGNMENTS:

Exams (2 @ 15% each) :	30%
Discussion Board Participation:	35%
Capstone Project:	35%

EVALUATION AND GRADING: A number of approaches will be used to evaluate student outcomes and grade performance. Each student will be graded on two midterm tests, posts on the discussion board, a personal leadership portfolio and a final exam.

Grading Scale:

A+	97-100	B+	87-89.99	C+	77-79.99	D+	67-69.99	F	below 60
A	94-96.99	B	84-86.99	C	74-76.99	D	64-66.99		
A-	90-93.99	B-	80-83.99	C-	70-73.99	D-	60-63.99		

The graded materials will be tied to the learning objectives in the following way.

Exams: (30% of the course grade).

Two multiple-choice exams (40 to 60 questions each) will measure the student's knowledge of the basics of contemporary leadership theory. Accordingly, these exams will evaluate the student's knowledge of personal, behavioral and situational factors contributing to leadership effectiveness. The exams are open book and are timed. The grade will be based on the percentage of correct answers.

Learning Objectives Evaluated:

1. Identify and describe major leadership theories and the researchers associated with those theories;
2. Describe the behaviors of effective leaders in a variety of situations;
3. Discover the personal, behavioral and situational factors in a leadership situation that lead to success or failure; and
5. Identify the skills of effective leaders.

Group Discussion Board Posts: (35% of the course grade).

Using discussion boards within the Blackboard system, students will discuss readings and films assigned for the course. The film discussions will be loosely shaped by study guides that link themes in the films to leadership theory and research. The time frame for each discussion issue will be approximately ten days with specific dates identified in the Course Outline/Calendar. Students will be expected to:

- 1) Post their initial reactions to film content including responses to the study guide questions early within the designated time period
- 2) Follow up on the initial posts by reacting and informing the postings of their classmates and the instructor.

Both types of discussion board postings will be graded mainly for responsiveness to the assignment, clarity of expression, application of course readings/lectures to film content, sophistication of the comments, and to a lesser extent posting length.

Learning Objectives Evaluated:

1. Identify and describe major leadership theories and the researchers associated with those theories;
2. Describe the behaviors of effective leaders in a variety of situations;
3. Discover the personal, behavioral and situational factors in a leadership situation that lead to success or failure;
4. Identify the skills of effective leaders;
5. Discuss the leadership strategies of leaders depicted in popular culture and media.

Capstone Leadership Product: (35% of the course grade).

Students will choose a feature-length film other than those viewed as part of the course and will prepare a film discussion guide for that film. In preparing the film guide the student will demonstrate the ability to apply leadership theories discussed in the course to the film of their choosing. An example entry from a study guide might include:

In scene 12 (58:14 minutes into the film) Tom says he imagines a day when there will be no more poverty. He then goes on to persuasively argue that the elimination of poverty will cause a significant decline in wars and societal violence. In this scene Tom paints a vivid vision of the future for his followers. This connects to Chapter 8 of our textbook and our module 7 lecture which discusses transformational leadership. One component of transformational leadership is inspirational motivation which Tom is accomplishing with his vivid portrayal of a very different future. The scene can also be used to illustrate the power bases and influence tactics of a leader as Tom relies on predominately “XX” power and “YY” influence tactics in this scene. The following questions could be posted to the discussion board:

- 1) Do you think Tom is acting as a transformational leader in scene 12?
 - 2a) If yes, what do you observe about his verbal language, his body language and his appearance that aid in his being regarded by his followers as transformational?
 - 2b) If no, what do you observe about his verbal language, his body language and his appearance that detracts from his being regarded by his followers as transformational?
- 3) What bases of power does Tom evidence in this scene? Are they consistent with how he has exercised power up to this point in the movie? Was this an effective use of power?
- 4) What influence tactics does Tom deploy in this scene? If you were asked to be Tom’s leadership coach in this situation would you advise him to use the same or different influence tactics? Why or why not?

While the above is one example of how the capstone product could be approached I will be providing you with no later than the middle of the semester with other examples of how students structured their capstone course product in prior semesters.

The capstone course product should be **emailed** as an attachment to twmullin@uncg.edu **no later than midnight, December 5th.**

Learning Objectives Evaluated:

1. Discover the personal, behavioral and situational factors in a leadership situation that lead to success or failure;
2. Use self-assessment tools to evaluate their own level of leadership development;
3. Identify the skills of effective leaders;
4. Discuss the leadership strategies of leaders depicted in popular culture and the media;
5. Evaluate the leadership strategies needed in entrepreneurial settings; and
6. Create a leadership product that demonstrates the level of the student's awareness of entrepreneurial leadership principles.

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Calendar for BUS/ENT 339 – Fall 2012

Entrepreneurial Leadership

Course Week	Topic	Readings, Assignments, Alerts and Due Dates for the Week
Week 1 August 20 - 26	Images of Entrepreneurial Leadership Leadership Traits, Characteristics and Motives	Discussion Board – Introduce Yourself Discussion Board – Textbook Check-In Week 1 Discussion Board – Images of Entrepreneurial Leaders Reading Assignment: Chapters 1 & 2 of Leadership (7th edition) by DuBrin.
Week 2 August 27 – September 2	Entrepreneurial Dreams and Aspirations Charismatic and Transformational Leaders; Leadership Styles	Week 2 Discussion Board – Entrepreneurial Aspirations <u>Reading Assignment:</u> Chapters 3 & 4 of <i>Leadership</i> (7th edition) by DuBrin.
Week 3 September 3 - 9	Types of Entrepreneurs and their Challenges; Situational Leadership and Social Responsibility	Film Assignment: <i>Tucker – The Man and His Dream</i> Week 3 Discussion Board – <i>Tucker – The Man and His Dream</i> <u>Reading Assignment:</u> Chapters 5 & 6 of <i>Leadership</i> (7th edition) by DuBrin.
Week 4 September 10 - 16	Influence, Power, Politics and Ethics for Leadership	Week 4 Discussion Board – Power and Influence <u>Reading Assignment:</u> Chapters 7 & 8 of <i>Leadership</i> (7th edition) by DuBrin.

Week 5 September 17 - 23	Prepare for and take Exam # 1 .	Exam #1 – Chapters 1 – 8 of the DuBrin textbook. Test window opens at 5:00 AM Friday and closes at midnight.
Week 6 September 24 - 30	Developing Teamwork	Film Assignment: Erin Brockovich Week 6 Discussion Board – Erin Brockovich <i>Reading Assignment:</i> Chapters 9 of Leadership (7th edition) by DuBrin.
Week 7 October 1 - 7	Motivation and Coaching Skills of the Entrepreneurial Leader	Week 7 Discussion Board – Goal Setting for Motivation <i>Reading Assignment:</i> Chapters 10 of Leadership (7th edition) by DuBrin.
Week 8 October 8 - 14	Fall Break (Monday and Tuesday) The Creative, Innovative Leader	Week 8 Discussion Board – The Creative, Innovative Leader <i>Reading Assignment:</i> Chapters 11 of Leadership (7th edition) by DuBrin.
Week 9 October 15 - 21	Communicating, negotiating and Resolving Conflict	Film Assignment: We Were Soldiers Week 9 Discussion Board – We Were Soldiers <i>Reading Assignment:</i> Chapters 12 of Leadership (7th edition) by DuBrin.
Week 10 October 22 - 28	Strategic Leadership	Week 10 Discussion Board – Mike Duke's Wal-Mart Strategies <i>Reading Assignment:</i> Chapters 13 of Leadership (7th edition) by DuBrin.

Week 11 October 29 – November 4	Leadership in a Diverse World	Week 11 Discussion Board – Curses, Foiled Again in France <i>Reading Assignment:</i> Chapters 14 of Leadership (7th edition) by DuBrin.
Week 12 November 5 - 11	Developing Leaders and Planning Succession	Film Assignment: Apollo 13 Week 12 Discussion Board – Apollo 13 <i>Reading Assignment:</i> Chapter 15 of Leadership (7th edition) by DuBrin.
Week 13 November 12 - 18	Prepare for and take Exam # 2 .	Exam #2 – Chapters 9 - 15 of the DuBrin textbook. Test window opens at 5:00 AM Friday and closes at midnight.
Week 14 November 19 - 25	Thanksgiving	Finalize the structure and begin to polish the Capstone Project.
Week 15 November 26 – December 2	Leadership Issue for Future Entrepreneurs	Film Assignment: Hotel Rwanda Week 15 Discussion Board – Hotel Rwanda Reading Assignment:
Week 16 December 3 – 9	Reading Day – December 4 Completion of Capstone Project	Capstone Project Due by midnight Wednesday, December 5

ACADEMIC INTEGRITY POLICY:

Each student will sign an academic integrity policy statement for all major work in the course.

PARTICIPATION/ATTENDANCE POLICY:

Students are expected to keep up with the course schedule. Occasionally technology problems will arise so it is suggested that students strive to complete their assignment roughly 48 hours or more in advance of the assignment deadline. Though the nature of an online course allows for some discretion over when course work is completed, some activities such as discussion boards have a limited time window (typically 9-14 days) and other activities such as exams have more specific time windows (typically less than 24 hours). The specific due dates are identified in detail in the Course Outline/Calendar.

FINAL EXAMINATION:

The capstone leadership project serves as the final exam for this course. You can find the due date for the capstone product in the Calendar section of this document.

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