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American Public University System

The Ultimate Advantage is an Educated Mind

School of Business
MGMT332
Leading Others – Leadership Counseling
3 Credit Hours
8 weeks
Prerequisite(s): None

Please see the Lessons area in the classroom for additional course specific information.

Course Description (Catalog)

MGMT332 Leading Others Leadership Counseling (3 hours)

The world of work has changed, and new models of leadership are being employed to motivate and empower employees. Successful leaders can connect with their followers, and the relationship begins with the leader's ability to meet subordinates where they are and take them to new levels. This process can be achieved through effective counseling/mentoring/coaching. The course will address techniques employed in promoting confidence, healthy work relationships, and mental stability. Some of the topics discussed include active listening, conflict resolution, motivation and inspiration, constructive feedback, and mapping a course for behavioral change.

Course Scope

All great leaders are able to connect with their followers. This relationship begins with the ability to meet subordinates where they are at and take them to new levels. Before a leader can instill a vision or deliver a pep talk, a leader needs to be able to listen. Active listening is not an optional component of leadership; it is not a nicety to be used to make others feel good. It is, in fact, a critical component of the tasks facing today's leaders. MGMT332 will discuss the basics of counseling and connecting with others through basic attending skills and some conflict management. This course will not make a counselor but it will make a better leader. This course is the second pillar to the leadership concentration.
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Course Objectives

After successfully completing this course, you will be able to:

- Evaluate emotional intelligence and its importance in relation to leadership skills.
- Explain the positive benefits of active listening and identify the characteristics of an active listener.
- Describe best practices for providing feedback to subordinates to include well-received and actionable advice.
- Assess communication skills and evaluate the benefits of authentic communication based on trust, respect, and honesty.
- Apply effective tools for managing conflict between superiors and subordinates.

Course Delivery Method

This MGMT332 Leading Others – Leadership Counseling course delivered via distance learning will enable students to complete academic work in a flexible manner, completely online. Course materials and access to an online learning management system will be made available to each student. Online assignments are due by midnight Sunday (Eastern US) of the week as noted and include Forum questions (accomplished in groups through a threaded Forum board), examination, and individual assignments submitted for review by the Faculty Member. Initial Forum responses are due by midnight Thursday (Eastern US) of the week. Assigned faculty will support the students throughout this eight-week course.

Course Materials

Required Course Textbook:

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Hoppe, M. (2006) *Active listening: Improve your ability to listen*. CCL

**Please visit [http://apus.libguides.com/er.php](http://apus.libguides.com/er.php) and search by the course number (ex: LITR210) to access your required resources.**

**Use course code MGMT332**

**Required Readings:**
Review weekly lessons and additional information located in the Lessons folder (click on Lessons tab on l.h. side of the classroom)

**Websites:**
In addition to the required course texts the following public domain Websites are useful. Please abide by the university’s academic honesty policy when using Internet sources.  Note: Website addresses are subject to change.

<table>
<thead>
<tr>
<th>Site Name</th>
<th>Website URL/Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>The OWL at Purdue</td>
<td><a href="http://owl.english.purdue.edu/">http://owl.english.purdue.edu/</a></td>
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<tr>
<td>APA Style Homepage</td>
<td><a href="http://www.apastyle.org/index.aspx">http://www.apastyle.org/index.aspx</a></td>
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<tr>
<td>Be A Leader Foundation</td>
<td><a href="http://www.bealeaderfoundation.org/">http://www.bealeaderfoundation.org/</a></td>
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**Course Outline**

<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>Learning Objectives</th>
<th>Readings</th>
<th>Assignments</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Introductions &amp; Leadership-</td>
<td>LO-1</td>
<td><strong>Readings:</strong> Emotional Intelligence Article (the reference to the article is located)</td>
<td><strong>Forum:</strong> Initial sign-in and introduction</td>
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<td></td>
<td>Leadership-Emotional Intelligence</td>
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<td><strong>Forum 1a:</strong> Leadership &amp; Emotional Intelligence</td>
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<tr>
<td>Week</td>
<td>Topic</td>
<td>Learning Outcomes</td>
<td>Readings</td>
<td>Forum</td>
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<tr>
<td>2</td>
<td>Active Listening</td>
<td>LO-2</td>
<td>Week 2 e-books (Hoppe, M and Cartwright, T.)</td>
<td>Forum: Active Listening</td>
</tr>
<tr>
<td>3</td>
<td>Leadership Feedback – Building Your Message</td>
<td>LO-3 &amp; LO-5</td>
<td>Week 3 e-book (Weitzel, S.)</td>
<td>Forum: Leadership feedback</td>
</tr>
<tr>
<td>4</td>
<td>Leadership Feedback to Subordinates</td>
<td>LO-2</td>
<td>Week 4 e-book (Buron &amp; McDonald Mann) Week 4 Article (reference information is listed in the forum)</td>
<td>Forum: Leadership feedback</td>
</tr>
<tr>
<td>5</td>
<td>Leadership – Managing Conflict With Peers</td>
<td>LO-4</td>
<td>Readings:</td>
<td>Forum: Managing conflict</td>
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<tr>
<td>Week</td>
<td>Topic</td>
<td>LO</td>
<td>Readings</td>
<td>Forum</td>
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<td>6</td>
<td>Leadership – Managing Conflict with Boss</td>
<td>LO-7</td>
<td><strong>Readings:</strong> Week 5 e-books (Cartwright, T. and Buron &amp; McDonald Mann) Week 5 Article</td>
<td><strong>Forum:</strong> Managing Conflict with Bosses</td>
</tr>
<tr>
<td>7</td>
<td>Leadership – Gender and Cultural Concerns</td>
<td>LO-6</td>
<td><strong>Readings:</strong> Week 6 e-books (Sharpe, D. &amp; Johnson, E and Cartwright, T.) Research an article to be included in your forum post.</td>
<td><strong>Forum:</strong> Gender and Cultural Issues</td>
</tr>
<tr>
<td>8</td>
<td>Leading Others Foundations</td>
<td>LO 1-7</td>
<td><strong>Readings:</strong> Leadership Development article can be used to support this week’s forum or use reading material from the e-books.</td>
<td><strong>Forum:</strong> Leading Others</td>
</tr>
</tbody>
</table>
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Policies

Please see the Student Handbook to reference all University policies. Quick links to frequently asked question about policies are listed below.

- Drop/Withdrawal Policy
- Plagiarism Policy
- Extension Process and Policy
- Disability Accommodations

Grading Scale

Please see the Student Handbook to reference the University’s grading scale.

Citation and Reference Style

Students will follow the APA Style as the sole citation and reference style used in written work submitted as part of coursework to the University. Assignments completed in a narrative essay or composition format must follow the citation used in the APA Format.

Late Assignments

Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. The due date for assignments is listed under each Assignment. As adults, students, and working professionals I understand you must manage competing demands on your time. We all know that “life happens” but it is important to adhere as closely to the deadlines in the class as possible.

Should you need additional time to complete an assignment please contact me before the due date so we can discuss the situation and determine an acceptable resolution. Routine submission of late assignments is unacceptable and may result in points deducted from your final course grade.

Netiquette

Online universities promote the advance of knowledge through positive and constructive debate--both inside and outside the classroom. Forums on the Internet, however, can occasionally degenerate into needless insults and “flaming.” Such activity and the loss of good manners are not acceptable in a university setting--basic academic rules of good behavior and proper “Netiquette” must persist. Remember that you are in a place for the fun and excitement of learning that does not include descent to personal attacks, or student attempts to stifle the discussion of others.

- Technology Limitations: While you should feel free to explore the full-range of creative composition in your formal papers, keep e-mail layouts simple. The Sakai classroom may not
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fully support MIME or HTML encoded messages, which means that bold face, italics, underlining, and a variety of color-coding or other visual effects will not translate in your e-mail messages.

- **Humor Note:** Despite the best of intentions, jokes and especially satire can easily get lost or be taken seriously. If you feel the need for humor, you may wish to add “emoticons” to help alert your readers: ;-) , : ), 😊

DISCLAIMER STATEMENT

Course content may vary from the outline to meet the needs of this particular group.

### Academic Services

The Online Library is available to enrolled students and faculty from inside the electronic campus. This is your starting point for access to online books, subscription periodicals, and Web resources that are designed to support your classes and generally not available through search engines on the open Web. In addition, the Online Library provides access to special learning resources, which the University has contracted to assist with your studies. Questions can be directed to librarian@apus.edu.

- **Charles Town Library and Inter Library Loan:** The University maintains a special library with a limited number of supporting volumes, collection of our professors’ publication, and services to search and borrow research books and articles from other libraries.

- **Electronic Books:** You can use the online library to uncover and download over 50,000 titles, which have been scanned and made available in electronic format.

- **Electronic Journals:** The University provides access to over 12,000 journals, which are available in electronic form and only through limited subscription services.

- **Turnitin.com:** [Turnitin.com](https://www.turnitin.com) is a tool to improve student research skills that also detect plagiarism. Turnitin.com provides resources on developing topics and assignments that encourage and guide students in producing papers that are intellectually honest, original in thought, and clear in expression. This tool helps ensure a culture of adherence to the University's standards for intellectual honesty. Turnitin.com also reviews students' papers for matches with Internet materials and with thousands of student papers in its database, and returns an Originality Report to instructors and/or students.

- **Tutor.com:** AMU and APU civilian and Coast Guard students are eligible for 10 free hours of tutoring provided by APUS. [Tutor.com](https://www.tutor.com) connects you with a professional tutor online 24/7 to provide help with assignments, studying, test prep, resume writing, and more. Tutor.com is tutoring the way it was meant to be. You get expert tutoring whenever you need help and you work one-on-one with your tutor in your online classroom on your specific problem until it is done.

- **Disability Accommodations:** Students are encourage to email dsa@apus.edu to discuss potential academic accommodations and begin the review process.
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The AMU/APU Library Guides provide access to collections of trusted sites on the Open Web and licensed resources on the Deep Web. The following are specially tailored for academic research at APUS:

- Program Portals contain topical and methodological resources to help launch general research in the degree program. To locate, search by department name or navigate by school.
- Course Lib-Guides narrow the focus to relevant resources for the corresponding course. To locate, search by class code (e.g., SOCI111) or class name.

If a guide you need isn't available yet, let us know by emailing the APUS Library: librarian@apus.edu

**Turnitin.com**

Faculty may require assignments to be submitted to Turnitin.com. Turnitin.com will analyze a paper and report instances of potential plagiarism to the student to edit before submitting it for a grade. This is automatically processed through the Assignments area of the course.