

–Retail Merchandising Program
Department of Design, Housing, and Apparel

COLLEGE OF DESIGN

UNIVERSITY OF MINNESOTA

SYLLABUS OVERVIEW

- **Course Designator:** RM
- **Section Number:** 001
- **Course Number:** 4248 (Creative Leadership in Retailing)
- **Semester and Year:** Fall 2016
- **Class Meeting Days & Time:** Tuesday & Thursday 3:00 p.m.-4:15 p.m.
- **Classroom:** McNeal 395
- **Number of Credits:** 3
- **Final Exam Date & Time:** 10:30am-12:30pm Tuesday, December 20th 2016 (Online TAKE-HOME Exam)

INSTRUCTOR'S INFORMATION

- **Instructor:** Jaye Thompson, MBA – Teaching Specialist
- **Office Location:** McNeal 346
- **E-mail:** parod005@umn.edu
 - Email is the easiest and most reliable method to reach me!
- **Office Phone:** N/A
- **Office Hours:** Tuesdays 11:30 – 1:30 p.m., other times by appointment

COURSE INFORMATION

1. COURSE DESCRIPTION

Welcome to RM 4248 Creative Leadership in Retailing! This course offers a unique blend of theory and application. The purpose of this course is to expose students to theory and research on creative leadership as well as opportunities to apply that knowledge to contemporary issues facing practicing retail leaders. Our study of theory will be punctuated with the additional insights of successful leaders in the retail industry. You will also have the opportunity to develop specific leadership skills that are of particular interest to you and to practice these skills in class activities and assignments. Our emphasis throughout the course will be on applying leadership theory to your real-life experiences, while at the same time looking ahead to your future leadership roles in retailing.

2. REQUIRED TEXT

Hughes, R., Ginnett, R., & Curphy, G. (2015). *Leadership: Enhancing the Lessons of Experience* (8th Ed.). McGraw-Hill.

3. STUDENT LEARNING OUTCOME

A parallel objective interwoven throughout the course is that students will be provided with the opportunity to develop: (a) problem solving skills and (b) inventive thinking skills. Thus, this course contributes to the following Student Learning Outcomes:

1. Can identify, define, and solve problems — met through course assignments such as In-Class Activities
2. Understand the role of creativity, innovation, discovery, and expression across disciplines — met through course assignments such as In-Class Activities

In addition to the listed student learning outcomes, students upon successful completion of the course will be able to:

- Describe, illustrate, explain, and discuss leadership theories and concepts.
- Apply leadership theories and concepts to retailing management and operations.
- Communicate effectively, orally and in writing, your knowledge of leadership theories and concepts.
- Identify your existing leadership skill set to set a future plan for continuing development of leadership skills.

4. RELEASE OF WORK STATEMENT

Students understand that enrollment in this course grants consent for their work to be selected for inclusion in college or departmental publications (online or in print). Your instructor may select to use your work to represent her/his skills as an instructor in a teaching portfolio (online or in print).

5. METHODS OF INSTRUCTION

The course is a combination of face-to-face instruction with online learning. In a split course, a significant part of the course learning will be online. As a result, the amount of classroom time will be reduced but not eliminated. Frequent and dependable access to a computer with reliable Internet access is essential to successfully complete this course. **Please note that all online class sessions will be administered during class time (3:00-4:15 p.m.).**

This course utilizes a variety of learning tools including self-assessment instruments, panel discussions, quizzes, exams, oral presentations, and small group activities. Guest lectures will support course materials and give students real-world examples.

6. COURSE WEBSITE

The course website will be located on Moodle. The easiest way to log in to the course site is to log into the [myU portal](http://myU.umn.edu) (<http://myU.umn.edu>), and locate the link for RM 4248. Through this site, you will be able to access assignments, your grades, and other useful information. Use your University of Minnesota Internet ID and password to log in. You are responsible for monitoring the course site frequently.

COURSE POLICIES

1. ATTENDANCE

Class attendance is essential to your success in this course. Extensive absences from class will negatively affect your learning and performance. It is unlikely that any student will successfully complete the course without regular attendance. Although formal attendance is not taken on a daily basis in class, full attendance is expected.

Participants who need to miss class for religious observance or for a pressing personal or family matter should contact the instructor prior to missing class or as soon as possible. Students should plan on getting the information about a missed class from a peer.

2. TEACHING PHILOSOPHY & CLASSROOM ETIQUETTE

Our goal is to make this course one of your most enjoyable, challenging, and relevant learning experiences in Retail Merchandising Program. We will do this by creating a learning environment in which you feel empowered to think creatively and openly discuss your leadership experiences in class. Learning in this course will come from yourself and your peers, and through reflection, questioning, and group discussion. Your instructor will be more of a coach than a source of absolute knowledge. Each of you already possesses a great deal of knowledge about leadership. Trust your instincts but be prepared to explore and challenge your assumptions and opinions.

Fundamental to this teaching philosophy is mutual respect. Your instructor will respect you as a person and will value your ideas. In turn, we expect you to show respect to your classmates and people not present by avoiding the use of stereotypes, labels, and personal attacks. Ideas are open to debate, but individuals must be respected.

Your undivided attention in class is a must. Please note that the instructor reserves the right to request a student to leave if his or her behavior is inappropriate and disrespectful. Basic classroom etiquette includes:

- Treating your classmates, instructor, and guest lecturers with respect and courtesy.
- Being timely in your arrival and departure. That is, be ready when class begins and stay until class is over. Students arriving late or leaving early distract me and disrupt learning for everyone else. For my part, I will make every effort to begin and end class on time.
- Not having private conversations during class; even whispering can be distracting.
- Not reading the newspaper or work on assignments for other classes.
- Turning your cell phones off.
- Using your computer only for purposes related to this course.

3. EXAMS (30%)

Students will take two take-home essay exams assessing understanding and application of material in the course. There will be NO early exams. Make-up exams will be given only when notification is provided to me three days in advance with valid justification. A missed exam will result in a Zero (0) for that exam. Nothing can be made up unless arranged with the instructor prior to the exam time.

4. ONLINE QUIZZES (30%)

There will be nine quizzes throughout the semester. In each quiz consisting of multiple choice questions, I will not only evaluate your knowledge of theory but your ability to accurately apply theory in a reflective manner to enhance your leadership skills. There will be NO make-ups for missed quizzes.

5. COURSE LEADERSHIP (20%)

You will have an opportunity to lead the class discussion. Your instructor will provide you with specific information to accomplish this course leadership activity.

6. INDIVIDUAL ASSIGNMENTS (10%)

Individual assignments (e.g., self-assessments, case studies, guest lecture reflections) will be given throughout the semester.

7. IN-CLASS ACTIVITIES (10%)

Almost every class, we will have an in-class activity (worth 5-25 points each) that will challenge your skills to observe, logically reason, and think of questions/issues. These activities will last anywhere from 25 to 45 minutes and are intended to stimulate discussion, introduce you to the problem-solving aspect of creative leadership, and, hopefully, make class more fun. Some of these activities will be announced in advance and others will not. There will be NO make-ups for missed in-class activities.

8. NO LATE ASSIGNMENT POLICY

If you do not submit your assignment electronically by the designated deadline, you will receive a Zero (0) for that assignment. Do not wait until the last minute to make an online submission. Any computer-related problems will not be excused. Makeup assignments will only be arranged under legitimate circumstances and written documentation (e.g., hospital admittance receipt) must be provided.

9. WORK LOAD

To achieve an average grade in a regular 15 week undergraduate course, the University recommends spending an average of 3 hours per credit per week on class work. Since this is a 3 credit course, you should plan on allocating approximately 9 hours per week on this course. Three hours of this time will be spent in class, and the remaining 6 hours should be used for reading the assigned material, working on the assignments and the group project, and studying for exams.

GRADE

Grades will be based on a combination of online quizzes (30%), course leadership (20%), leadership presentations (10%), in-class activities (10%), midterm (15%) and final (15%) take-home exams (approximate weightings).

Your grade is based on the following scale:

94-100%	A
90-93%	A-
87-89%	B+
84-86%	B
80-83%	B-
77-79%	C+
74-76%	C
70-73%	C-
67-69%	D+
60-66%	D
LESS THAN 60%	F

UNIVERSITY POLICIES

1. Student Conduct Code:

The University seeks an environment that promotes academic achievement and integrity, that is protective of free inquiry, and that serves the educational mission of the University. Similarly, the University seeks a community that is free from violence, threats, and intimidation; that is respectful of the rights, opportunities, and welfare of students, faculty, staff, and guests of the University; and that does not threaten the physical or mental health or safety of members of the University community.

As a student at the University you are expected adhere to Board of Regents Policy: *Student Conduct Code*. To review the Student Conduct Code, please see: http://regents.umn.edu/sites/default/files/policies/Student_Conduct_Code.pdf.

Note that the conduct code specifically addresses disruptive classroom conduct, which means “engaging in behavior that substantially or repeatedly interrupts either the instructor’s ability to teach or student learning.” The classroom extends to any setting where a student is engaged in work toward academic credit or satisfaction of program-based requirements or related activities.”

2. Use of Personal Electronic Devices in the Classroom:

Using personal electronic devices in the classroom setting can hinder instruction and learning, not only for the student using the device but also for other students in the class. To this end, the University establishes the right of each faculty member to determine if and how personal electronic devices are allowed to be used in the classroom. For complete information, please reference: <http://policy.umn.edu/Policies/Education/Education/STUDENTRESP.html>.

3. Scholastic Dishonesty:

You are expected to do your own academic work and cite sources as necessary. Failing to do so is scholastic dishonesty. Scholastic dishonesty means plagiarizing; cheating on assignments or examinations; engaging in unauthorized collaboration on academic work; taking, acquiring, or using test materials without faculty permission; submitting false or incomplete records of academic achievement; acting alone or in cooperation with another to falsify records or to obtain dishonestly grades, honors, awards, or professional endorsement; altering, forging, or misusing a University academic record; or fabricating or falsifying data, research procedures, or data analysis. (Student Conduct Code: http://regents.umn.edu/sites/default/files/policies/Student_Conduct_Code.pdf) If it is determined that a student has cheated, he or she may be given an "F" or an "N" for the course, and may face additional sanctions from the University. For additional information, please see: <http://policy.umn.edu/Policies/Education/Education/INSTRUCTORRESP.html>.

The Office for Student Conduct and Academic Integrity has compiled a useful list of Frequently Asked Questions pertaining to scholastic dishonesty: <http://www1.umn.edu/oscai/integrity/student/index.html>. If you have additional questions, please clarify with your instructor for the course. Your instructor can respond to your specific questions regarding what would constitute scholastic dishonesty in the context of a particular class-e.g., whether collaboration on assignments is permitted, requirements and methods for citing sources, if electronic aids are permitted or prohibited during an exam.

4. Makeup Work for Legitimate Absences:

Students will not be penalized for absence during the semester due to unavoidable or legitimate circumstances. Such circumstances include verified illness, participation in intercollegiate athletic events, subpoenas, jury duty, military service, bereavement, and religious observances. Such circumstances do not include voting in local, state, or national elections. For complete information, please see: <http://policy.umn.edu/Policies/Education/Education/MAKEUPWORK.html>.

5. Appropriate Student Use of Class Notes and Course Materials:

Taking notes is a means of recording information but more importantly of personally absorbing and integrating the educational experience. However, broadly disseminating class notes beyond the classroom community or accepting compensation for taking and distributing classroom notes undermines instructor interests in their intellectual work product while not substantially furthering instructor and student interests in effective learning. Such actions violate shared norms and standards of the academic community. For additional information, please see: <http://policy.umn.edu/Policies/Education/Education/STUDENTRESP.html>.

6. Grading and Transcripts:

For detailed information, please refer

to: <http://policy.umn.edu/Policies/Education/Education/GRADINGTRANSCRIPTS.html>.

7. Sexual Harassment

“Sexual harassment” means unwelcome sexual advances, requests for sexual favors, and/or other verbal or physical conduct of a sexual nature. Such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive working or academic environment in any University activity or program. Such behavior is not acceptable in the University setting. For additional information, please consult Board of Regents

Policy: <http://regents.umn.edu/sites/default/files/policies/SexHarassment.pdf>

8. Equity, Diversity, Equal Opportunity, and Affirmative Action:

The University provides equal access to and opportunity in its programs and facilities, without regard to race, color, creed, religion, national origin, gender, age, marital status, disability, public assistance status, veteran status, sexual orientation, gender identity, or gender expression. For more information, please consult Board of Regents

Policy: http://regents.umn.edu/sites/default/files/policies/Equity_Diversity_EO_AA.pdf.

9. Disability Accommodations:

The University of Minnesota is committed to providing equitable access to learning opportunities for all students. Disability Services (DS) is the campus office that collaborates with students who have disabilities to provide and/or arrange reasonable accommodations.

If you have, or think you may have, a disability (e.g., mental health, attentional, learning, chronic health, sensory, or physical), please contact DS at 612-626-1333 to arrange a confidential discussion regarding equitable access and reasonable accommodations.

If you are registered with DS and have a current letter requesting reasonable accommodations, please contact your instructor as early in the semester as possible to discuss how the accommodations will be applied in the course.

For more information, please see the DS website, <https://diversity.umn.edu/disability/>.

10. Mental Health and Stress Management:

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance and may reduce your ability to participate in daily activities. University of Minnesota services are available to assist you. You can learn more about the broad range of confidential mental health services available on campus via the Student Mental Health Website: <http://www.mentalhealth.umn.edu>.

11. Academic Freedom and Responsibility

Academic freedom is a cornerstone of the University. Within the scope and content of the course as defined by the instructor, it includes the freedom to discuss relevant matters in the classroom. Along with this freedom comes responsibility. Students are encouraged to develop the capacity for critical judgment and to engage in a sustained and independent search for truth. Students are free to take reasoned exception to the views offered in any course of study and to reserve judgment about matters of opinion, but they are responsible for learning the content of any course of study for which they are enrolled.*

Reports of concerns about academic freedom are taken seriously, and there are individuals and offices available for help. Contact the instructor, the Department Chair, your adviser, the associate dean of the college, or the Vice Provost for Faculty and Academic Affairs in the Office of the Provost. *[Customize with names and contact information as appropriate for the course/college/campus.]*

* Language adapted from the American Association of University Professors "Joint Statement on Rights and Freedoms of Students".

TENTATIVE COURSE SCHEDULE

Week		Topic	Readings	Assignment Due
Week 1	Sep. 6 (Tu)	Course Introduction		
	Sep. 8 (Th)	What do We Mean by Leadership? Leader Development	Chapter 1 Chapter 2	
Week 2	Sep. 13 (Tu)	Skills for Developing Yourself as a Leader Power and Influence	Chapter 3 Chapter 4	
	Sept 15 (Th)	Online Class	Chapter 1 Chapter 2	Quiz #1
Week 3	Sep. 20 (Tu)	Online Class	Chapter 3 Chapter 4	Quiz #2
	Sep. 22 (Th)	Leadership Ethics and Values	Chapter 5	
Week 4	Sep. 27 (Tu)	Guest Speakers from Kohl's		
	Sep. 29 (Th)	Online Class		Quiz #3
Week 5	Oct. 4 (Tu)	Leadership Attributes Guest Speaker from Insignia	Chapter 6	
	Oct. 6 (Th)	Leadership Behavior	Chapter 7	
Week 6	Oct. 11 (Tu)	Guest Speakers from Bon Ton		
	Oct. 13 (Th)	Guest Speaker TBD		
Week 7	Oct. 18 (Tu)	Online Class		Quiz #4
	Oct. 20 (Th)	Online Class		Quiz #5
Week 8	Oct. 25 (Tu)	Mid-Term Take Home Exam		Mid-Term Exam
	Oct. 27 (Th)	Skills for Building Personal Credibility and Influencing Others & Motivation, Satisfaction, and Performance Guest Speaker from Deluxe	Chapter 8 Chapter 9	
Week 9	Nov. 1 (Tu)	Guest Speaker from Merchology		
	Nov. 3 (Th)	Guest Speaker TBD		
Week 10	Nov. 8 (Tu)	Online Class		Quiz #6
	Nov. 10 (Th)	Online Class (Field Participation)		
Week 11	Nov. 15 (Tu)	Groups, Teams & Their Leadership Skills for Developing Others	Chapter 10 Chapter 11	
	Nov. 17 (Th)	Guest Speaker from Pfizer (Vendor)		
Week 12	Nov. 22 (Tu)	Online Class		Quiz #7
	Nov. 24 (Th)	Thanksgiving Holiday (No Class)		
Week 13	Nov. 29 (Tu)	The Situation & Contingency Theories of Leadership	Chapter 12 Chapter 13	
	Dec. 1 (Th)	Online Class		Quiz #8
Week 14	Dec. 6 (Tu)	Leadership and Change The Dark Side of Leadership	Chapter 14 Chapter 15	
	Dec. 8 (Th)	Online Class		Quiz #9
Week 15	Dec. 13 (Tu)	Skills for Optimizing Leadership as Situations Change <small>*Possible Online Class</small>	Chapter 16	

RM 4248 Creative Leadership in Retailing

	Dec. 15 (Th)	Study Day (No Class)		
Week 16	Dec. 20 (Tues)	Final Take-Home Exam (IV) 10:30am – 12:30pm		