Leadership & Management (NSC 4230) Fall 2018

Students should retain and refer to this syllabus throughout the duration of the semester. Where any policy in this syllabus is found in conflict with any law or with Naval Reserve Officer Training Corps (NROTC) or University instruction, policy or guidance, those higher directives shall have precedence. This document is subject to change. If changes are made, appropriate announcements to that effect will be made in class and/or via CANVAS.

Instructor Information

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Office: Van Fleet Hall Room 20
Office hours: 1300-1400 M W or by appointment

Class Meets 2nd Period (0830-0920) Tuesday/Thursday; Section 1050
Classroom: Van Fleet Hall Room 24

Course Objectives

This is the first of two core leadership courses that provide the academic foundation of the four-year continuum of leadership development in NROTC. This course builds on the leadership concepts you studied in Introduction to Naval Science, which examined leadership from a values approach (Naval Service Core Values) and skills approach (basic leadership qualities and followership). Leadership and Management take a process approach, viewing leadership and management as follows:

Leadership - is the process of influencing an organized group toward accomplishing its goals. Leaders are concerned with doing the right things and focused on change.

Effect - Leaders influence attitudes and behaviors and create opportunities for their teams.

Management - while no single definition is provided, the text says that Managers administer programs, control budgets and costs, maintain the status quo, and are more likely to take a short-term view. They are concerned with doing things right.

Although the terms leadership and management are often used interchangeably, they are not the same. The challenge you will continually face is to balance both leadership...
and management in your role as junior officers. Leadership cannot replace management; it should be in addition to management.

This course stresses learner-centered processes, such as collaboration, experiential exercises, reflective writing and group discussion. After an overview of *Leadership is a Process, not a Position*, we use this learning system to examine the leadership process in context of the dynamic interaction of *The Leader, The Followers, and The Situation*.

Case study discussions are sequenced throughout the course to illustrate the relevance of key concepts presented in preceding sessions and relate these ideas to the Fleet. Midshipmen and Officer Candidates will find that the lessons learned also have an immediate application to the leadership environment and experiences in the University of Florida NROTC program.

The content and structure of *Leadership and Management* are a direct result of input from previous students and instructors and coordination with the Department of Leadership, Ethics, and Law at the United States Naval Academy.

The course includes key concepts from various fields in leadership, management, the behavioral sciences, and information that came straight from the Fleet. Our theory to application model provides a scholarly framework complemented by direct deckplate application in each session.

This course is designed to arm you with an understanding of the fundamental theoretical concepts of leadership and management, and to give you a set of practical leadership tools derived from those concepts. In a very real sense, this is a laboratory course -- the laboratory sessions take place outside the normal academic schedule. The value of this course will be realized when you apply what you learn in the classroom to your leadership opportunities during either UF NROTC Battalion activities or other campus activities and into whichever career path you may choose.

**Required Texts**


*Saltwater Leadership;* Wray, Robert O., Annapolis, M.D., 2013.


**Do not write in or highlight the texts.** They will be returned at the end of the semester.

**Grading:**

Journal /Individual Development Plan 15%
<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Quizzes</td>
<td>20%</td>
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<tr>
<td>Short Paper</td>
<td>20%</td>
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<tr>
<td>Group Presentation</td>
<td>20%</td>
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<tr>
<td>Class participation</td>
<td>25%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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Minimum percentages to earn that specific grade:

- **A** 93 or better
- **B-** 80 – 82
- **D+** 68 – 69
- **A-** 90 - 92
- **C+** 78 – 79
- **D** 60 – 67
- **B+** 88 – 89
- **C** 73 – 77
- **E** Below 60
- **B** 83 – 87
- **C-** 70 – 72

Computations resulting in a decimal point will be rounded to the nearest whole percentage (i.e. 0.1 to 0.4 will be rounded down; 0.5 to 0.9 will be rounded up).

Assignments will be due at the beginning of class (except for exams). Grades for late assignments will be deducted 10 points for each calendar day the assignment is late. For example, if an assignment is due @ 0830 on a Tuesday, any late assignments turned in between 0831 Tuesday and 0830 Wednesday will be reduced by 10 points. An assignment turned in on 0831 Wednesday will lose 20 points.

More information on University of Florida grade policies can be found at: [https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx](https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx)

**Graded Coursework:**

**Journal (15%)**: Keep a leadership journal (Leadership, pp. 322-325). There is no defined length for a journal entry; quality over quantity is preferred. You can keep this as a word document, a three-ringed notebook, or whatever else works for you. It can reflect/apply things from the book alone, or you may apply these ideas to a real-life leadership experiences- past or present. What have you learned? What do you need to work on? How will you improve? What is surprising? These are just a few of the things you can “discuss” in your journal. Your journal must end with an individual development plan (5% of grade) that shows how your activities with on campus and off campus groups, classes, and other life experiences will help you grow. What is your plan, given your life and the 2 years or so remaining before graduation to prepare to be a commissioned officer or a leader in the community? Why are these the things you decided to work on?

You will use the form found in CANVAS files entitled "NROTC IDP.doc" to document your plan.
**Journals will be checked periodically culminating with your individual development plan.** NLT 01 October, signup sheets will be posted for mentoring sessions with the instructor that will serve as the culmination of this portion of the class. During this session the student and instructor will review the individual development plan to ensure that it is viable and that it has met the intent of the course and its objectives.

**Course Paper (20%).** As a military leader or civilian professional, effective writing skills are critical to your success.

The short essay will consist of a 4-6 page (12 pt. Times New Roman font, double spaced, one inch margins) unclassified paper on an approved topic related to leadership and management. The paper will incorporate references with at least three credible sources appropriately cited. These items are not included in the page count. Grammar and spelling will factor into your grade for any writing assignment. Topics may vary from historical analysis to contemporary fleet leadership challenges. In some cases, cinematic or literary analysis may be approved as a topic. Students will be evaluated on their ability to apply course concepts to the selected topic while constructing original analysis.

Topics will be submitted to the course instructor no later than 29 Sep 18 via email to the address listed above. This submission will include a brief description of the issue or problem to be addressed. In addition to the email, students may discuss the topic with the instructor during office hours.

Papers will be graded using rubric provided by the instructor in CANVAS.

Students are *no longer* required to make use of the Writing Studio on campus prior to submission. But it is very highly recommended.

Writing Studio, 302 Tigert Hall, 846-1138. [http://writing.ufl.edu/writing-stu](http://writing.ufl.edu/writing-stu)

**Quizzes (20%):** The format is 5-10 questions, covering assigned reading and topics, includes short answer, multiple choice, fill in the blank, and true/false. Quizzes will be conducted on CANVAS or at the beginning of class. Make up quizzes are at the discretion of the instructor.

**Group Presentation (20%):** One of the most important aspects of leadership and management is the ability to effectively communicate ideas, plans and goals to a group. Presentations will attempt to expose each student to a degree of public speaking. Your group (determined randomly) will be assigned different films to be watched by the entire class as assigned homework. Each group will lead a discussion linking leadership concepts to the assigned film. Every individual member of the group should either present or lead the class discussion at some point during the scheduled period. Members of the group will receive an individual grade and a group grade (10% each to total 20%).

**Class Participation (25%):** Communication is a key component of leadership. Participation in class discussions. You are expected to complete reading and watch
movies assigned prior to class. There will be in class exercises that will require you to demonstrate your knowledge of the various leadership models covered in the class.

**Attendance and Classroom Behavior Policy:** Students are expected to attend each class. Class participation will count towards the final grade. Punctuality is expected. A tardy student should enter the classroom without disruption and will see the instructor after class to explain tardiness. Requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies that can be found in the online catalog at [https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx](https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx) (Links to an external site.)

Excused absence must be approved in advance by the instructor. It is the student’s responsibility to obtain notes for missed classes.

Apart from the military courtesies extended to the instructor by NROTC students, the classroom behavior of all students should be collegial. The class will be conducted in a seminar format, i.e. students will be encouraged and expected to speak freely and challenge each other’s ideas and comments. Side-conversations should be kept to a minimum, solely for clarification or repetition of a missed point from fellow classmates, but discussions of subject matter will be shared with the entire class.

Discussions of controversial subject matter may arise in class. Students’ candid opinions are a valued contribution in an academic setting, however, inflammatory or offensive comments, bigotry, sexual, ethnic or racial slurs, avocation of illegal action, etc. will not be tolerated. A student (and/or the class as a whole) will immediately drop any such line of discussion when instructed to do so by the instructor or requested by any student. Any offended party is obligated to inform the instructor in public or in private.

Any views expressed by the instructor, unless specifically attributed otherwise, should be considered the personal views of the instructor and may not be representative of any official policy or viewpoint of the University of Florida, the US Navy, or the government.

**Use of Laptops/Tablets/Smart Phones**

Laptops/Tablets/Smart Phones may be used in class for the purpose of taking notes and/or taking quizzes/exams. Any student who chooses to use these devices in class for anything other than taking notes for that specific class session, without prior instructor consent, will receive a 0% for that day’s class attendance/class participation.

**Cheating and Plagiarism:**

"On my honor, I have neither given nor received unauthorized aid in doing this assignment."

If a student cheats/plagiarizes, they should be prepared to fail the course, face a Performance Review Board (for NROTC students), and face university action. If active duty, the UCMJ applies.
All work assigned outside of class may be freely discussed between students, and you are encouraged to study together. All work submitted for grade, however, shall have originated through a student’s individual effort and (unless otherwise cited or assigned as a group project) shall be original to the individual student or group. If you have any doubt whatsoever, ask.

All papers submitted in this course are subject to review through TURNITIN.COM where the text of the paper is compared to works compiled in their database. Reviewed papers will automatically become part of this database, serving as source documents for the purpose of detecting plagiarism.

**Disability Resources:** Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, www.dso.ufl.edu/drc/) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

**Counseling and Wellness Center:** Counseling and mental services are available through the University of Florida at 392-1575 or at http://www.counseling.ufl.edu/cwc/Default.aspx (Links to an external site.)Links to an external site.

The University Police Department can be contacted at 392-1111 or call 911 for emergencies.

**Course Evaluation:** Students are expected to provide feedback on the quality of instruction in this course by completing a course evaluation. Course evaluations will be distributed half way through and at the end.

**Course Outline:**

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<thead>
<tr>
<th>Date</th>
<th>Lesson</th>
<th>Topic</th>
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<tbody>
<tr>
<td>23 Aug</td>
<td>Lesson 0</td>
<td>Course Introduction</td>
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<td>Book Issue</td>
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<td>Groups assigned for presentations</td>
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<tr>
<td>28 Aug</td>
<td>Lesson 1</td>
<td>What Do We Mean by Leadership?</td>
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<td>Leadership: Chapter 1</td>
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<td><em>Salt Water Leadership: Introduction and Chapter 1</em></td>
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<td>TED Talk: “Everyday Leadership” (Drew Dudley)</td>
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30 Aug  Lesson 2  Leader Development

Leadership: Chapter 2, pp. 623, 666-670

"Carrier” Episode 1

TED Talk: “How Great Leaders Inspire Action” (Simon Sinek)

04 Sep  Lesson 3  Power and Influence

Leadership: Chapter 4

Armed Forces Officer: Introduction

"Band of Brothers” Episode 1

06 Sep  Lesson 4  Values, Ethics and Character

Leadership: Chapter 5

Armed Forces Officer: Chapter 1

TED Talk: “Why We Have Too Few Women Leaders” (Sheryl Sandberg)

11 Sep  Lesson 5  Leadership Attributes

Leadership: Chapter 6

Armed Forces Officer: Chapter 2

Salt Water Leadership: Chapter 2

“Band of Brothers” Episode 2

13 Sep  Lesson 7  Leadership Behavior
Leadership: Chapter 7 (pp. 248-258)
Passion of Command: pp. 1-11 and 23-40

18 Sep  Lesson 8  Leadership Skills
Leadership: Chapter 8 (Skip pp. 299-309)
Saltwater Leadership: Chapter 6

20 Sep  Lesson 9  Motivation, Satisfaction and Performance
Leadership: Part 3, Focus on the Followers
Leadership: Chapter 9
“Band of Brothers” Episode 3

25 Sep  Lesson 10  Motivation, Satisfaction and Performance
Saltwater Leadership: Chapter 3
“Carrier” Episode 2
In class group exercise

27 Sep  Lesson 11  Groups, Teams and Their Leadership
Leadership: Chapter 10 and pages 678-680
Leadership: Chapter 11 pp. 449-462
Passion of Command: pp. 57-78
Ted Talk, Seth Godin "The Tribes We Lead"

29 Sep  Course paper topics due.
<table>
<thead>
<tr>
<th>Date</th>
<th>Lesson</th>
<th>Topic</th>
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<tbody>
<tr>
<td>02 Oct</td>
<td>Lesson 12</td>
<td>Groups, Teams and Their Leadership</td>
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<td>“Carrier” Episode 3</td>
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<td>&quot;Band of Brothers&quot; Episode 4</td>
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<td>04 Oct</td>
<td>Lesson 13</td>
<td>Immersive Naval Officer Training system (INOTS)</td>
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<td>09 Oct</td>
<td>Lesson 14</td>
<td>Delegation, Trust and Counseling</td>
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<td>Leadership: Chapter 11 (441-449, 463-468)</td>
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<td>Armed Forces Officer: Chapters 3 and 4</td>
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<td>Passion of Command: pp. 57-78</td>
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<td>Article: Oncken and Wass; “Who’s Got that Monkey?”</td>
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<td>11 Oct</td>
<td>Lesson 15</td>
<td>Immersive Naval Officer Training system (INOTS)</td>
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<td>16 Oct</td>
<td>Lesson 16</td>
<td>Group 1 Presentation – 12 Angry Men (20 min)</td>
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<td>Group 2 Presentation – Twelve O’Clock High (20 min)</td>
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<td>18 Oct</td>
<td>Lesson 6</td>
<td>Leadership Attributes (Debrah Mayhew)</td>
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<td>Meyers Briggs Test (Complete before class at</td>
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<td>Print result and bring to class.</td>
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23 Oct  Lesson 17  The Situation

Leadership: Chapter 12 (pp. 486-512)
Salt Water Leadership: Chapters 7-8

25 Oct  Lesson 18  Group 3 Presentation – Moneyball
Group 4 Presentation – We Were Soldiers

30 Oct  Lesson 19  Contingency Theories of Leadership and Military Planning
Leadership: Chapter 13
Planning (MCDP 5): Chapters 1-2

01 Nov  Lesson 20  Group 5 Presentation – Lincoln
Group 6 Presentation – Apollo 13

06 Nov  Lesson 21  Leadership and Change
Leadership: Chapter 14

Article: USA Today – “Title IX Thirty Years Later”
“Band of Brothers” Episode 5

08 Nov  Lesson 22  The Dark Side of Leadership
Leadership: Chapter 15

Equal Opportunity Policy Documents
“Carrier” Episode 4
13 Nov  Lesson 23  Vision and Conflict (Solitude and Leadership)

   Leadership: Chapter 16 (666-676)

   Armed Forces Officer, Appendix 1

   William Deresiewicz, Solitude and Leadership

   The Marines (Officer Candidate School)

15 Nov  Lesson 24  Leadership Growth/Individual Development Plan

   Saltwater Leadership: pp. 157-182

   Armed Forces Officer: Chapter 5

   Navy Leadership Development Strategy

   CNO/Commandant Reading Lists

19 Nov  Journal/Individual Development Plan due

20 Nov  Journal/Individual Development Plan Mentoring

   Sessions (signup sheets to be posted NLT 01 Oct)

22 Nov  No class / Thanksgiving break

27 Nov  Journal/Individual Development Plan Mentoring

   Sessions (signup sheets to be posted NLT 01 Oct)
Note:

- Reading assignments are to be completed prior to the class for which they are assigned. Any material from the reading assignments may appear on the exams or quizzes, even if it is not specifically covered in class. Movies will be available for viewing prior to the class where they will be discussed.

- Readings will be provided either via issued textbooks or will be provided via online delivery (e.g., found in Canvas "Files" or a link to a website will be provided). Look for announcements prior to that lesson for more information.

- TED Talks may be found here:

- Movies for group presentations are available on DVD for checkout from Mr. Jason Quinlog, NROTC Unit Supply Tech.

- Carrier episodes are available here: [http://www.pbs.org/weta/carrier/full_episodes.htm](http://www.pbs.org/weta/carrier/full_episodes.htm). A DVD for all episodes may also be checked out from Mr. Quinlog.

Course Evaluations: Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at [https://evaluations.ufl.edu](https://evaluations.ufl.edu). Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at [https://evaluations.ufl.edu/results](https://evaluations.ufl.edu/results)

List of changes:

1135, 26 Aug 18: Added guidance for individual development plan in Graded Coursework

1023, 03 Sep 18: Adjusted assignment for 11 Sep 18.

1715, 10 Sep 18: Rescheduled Lesson 6 (Leadership Attributes Part II) to 11 Oct.
1735, 28 Sep 18: Project GO speaker removed from Lesson 02 Oct Class; Lesson 6 Guest Speaker (Myers Briggs personality test) rescheduled for 18 Oct.

2245, 02 Oct 18: Requirement for use of The Writing Studio for course paper submission has been eliminated.

1645, 04 Oct 18: Counselling lessons (13-15) re-arranged.