SYLLABUS
Fall 2015
MANA 5320
LEADING AND MANAGING PEOPLE

Instructor: Stephen C. Bushardt
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Meeting time and place: On line.

Course Description
Description: Integration of issues managers face when trying to lead individuals and organizational units to achieve corporate objectives. Focus of the course emphasizes the individual and group level analysis.

Course Objectives
1. To enhance critical thinking skills used in decision making and interpersonal communication skills.
2. To develop an understanding of the theories, principles, terminology, and concepts associated with individual and group behavior within an organizational context. A primary emphasis is on the integration of knowledge.
3. Develop analytical and integration skills in applying knowledge to enhancing individual and organizational effectiveness in a wide range of organizations (profit, nonprofit and governmental) in a complex global economy.
4. Develop an understanding of leadership theories and application skills.
5. To encourage self-reflection regarding your role as a business practitioner.

Learning outcomes
- Demonstrate critical thinking skills regarding issues in the business environment.
- Demonstrate effective written and verbal communication skills.
- Develop knowledge of the theories related to motivation, communication, and structural properties of organizations.
- Demonstrate an ability to integrate various theories and illustrate their impact on management practices.
- Develop Knowledge of Leader effectiveness and the awareness of one's own leadership styles.

Teaching Approach and Pedagogy
The course will utilize lectures, case studies, experiential learning, and Socratic Method and group discussions to facilitate learning. Individual students are
responsible for preparation before class and participation in class. Learning is the responsibility of the individual student.

Text and Supplementary Materials

Textbook: No textbook

Articles are available on Blackboard.

Machiavelli, N. *The Prince*, Selections from the Discourses and other writings. *(Not Required)*

Roanne, Susan. *How to Work a Room: The Ultimate Guide to Savvy Socializing or the updated version How to Work a Room: A Guide to Successfully Managing the Mingling*. *(Not Required)*

Grade Determination

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<tr>
<td>Test one</td>
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<td>Test two</td>
<td>40%</td>
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<tr>
<td>Group Discussion Board</td>
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*You are expected to address a discussion question in your groups. You are expected to post your initial response by Thursday of each week and respond to two other group member's posts by Sunday midnight, a minimum of three posts.

Final grades will be determined using the evaluative criteria as described above with a ten-point format.

Class Policies

1. You are expected to attend class and will be penalized for unexcused absences. Absenteeism in excess of two excused absences will result in a reduction of the final grade in this course. Each class missed beyond two will result in a corresponding drop in the grade by one letter. Night classes please note: each night class will count as two classes. Not applicable to online classes.

2. Academic Dishonesty and/or Impropriety Policy. Please review the policy. In short, any student who engages in any form of cheating, including plagiarism, will receive a grade of F in the course. *(Plagiarism-- to take and pass off as one's own the ideas, writings, etc. of another. Webster's Dictionary.*
Schedule of Assignments: all assignments are subject to change at the discretion of the instructor

**Week 1**  8/24/15-8/30/15
Module 1 on Blackboard
Introduction, Attitudes vs. Behavior
**Discussion board:** Getting acquainted

Read: Employee evaluations: Measure performance, not attitude

**Week 2**  8/31/15-9/6/15 Module 2 on Blackboard
Critical Thinking

Read: [http://www.criticalthinking.org/](http://www.criticalthinking.org/)

**Discussion board:** Critical thinking discussion in groups

**Week 3**  9/7/15-9/13/15

Module 3 on Blackboard
Motivation Theory: Cognitive theories: Need theories

Read: Motivation Part 1 & 2

**Week 4**  9/14/15-9/20/15

Module 4 on Blackboard
Motivation theory: Cognitive theories: Process theory of Expectancy Theory and Active Listening

Read: Motivation Part 3 & 4

**Discussion board:** Discuss expectancy theory cases in groups

**Week 5**  9/21/15-9/27/15

Module 5 on Blackboard
Active Listening

**Week 6**  9/28/15-10/4/15

Module 6 on Blackboard
Motivation Theory: Behavioral theory

Read:


**Week 7** 10/05/15-10/11/15

Module 7 on Blackboard
Organizational culture; Organizational Culture and review for the exam

Read:


**Discussion board**: Discuss organizational culture in your groups

**Week 8** 10/12/15-10/18/15

Module 8 on Blackboard
Mid-term Exam
Exams are given online; the exam will open at 8:00 A.M. on Monday, October 12 and will close on Sunday, October 18 at midnight.

**Week 9**
10/19/15-10/25/15

Module 9 on Blackboard
Interpersonal Conflict

Read:
Win-lose


**Week 10**
10/26/15-11/1/15

Module 10 on Blackboard
FIRO-B
Jo Hari’s Window

Read;
The Johari widow: A model for soliciting and giving feedback

**Week 11**
11/1/15-11/8/15

Module 11 on Blackboard
Interpersonal Skills: Giving and Receiving Feedback

Read;

Less Odious Performance Appraisal. *(optional)*

**Discussion board:** Discuss the results of FIRO-B and Conflict resolutions styles
**Week 12**  11/9/15-11/15/15

Module 12 on Blackboard
Delegations, Authority and Responsibility
Read:


**Week 13**  11/16/15-11/22/15

Module 13 on Blackboard
Read:
Situational Leadership

**Discussion Board**: Leadership Styles and Effectiveness

**Week 14**  11/23/15-11/29/15

**Thanksgiving break, enjoy.**

**Week 15**  11/30/15-12/12/6

Module 14 on Blackboard
Success theory: Mentoring

Read:


The cunning nature of man: excerpts from the Fountainhead by Ayn Rand

Week 16  12/7/15-12/12/15

Module 15 on Blackboard
  Exam 2
  Exam is given online the exam will open at 8:00 A.M. on Monday, December 7 and will close on Saturday, December 12 at midnight.

Readings
Critical Thinking model
A Contingency Approach to Organizational Effectiveness through Structural Adaptation (Optional)
Employee evaluation- measure performance, not attitude
Motivation: Part 1
Motivation: Part 2
Motivation: Part 3
Motivation: Part 4
Sales Force motivation: A theoretical analysis
Sales force compensation and motivation to perform: An application of expectancy theory and operant conditioning (optional)
Can money Motivate?
Compensation and benefits- today’s dilemma in motivation
Pay secrecy: the boomerang effect
Improving teaching effectiveness: merit pay vs. organizational culture
Selecting a better carrot: organizational learning, formal rewards and culture: A behavioral perspective
Organizational culture, culture, formal rewards structures, and effective strategy implementation: A conceptual model

Interpersonal conflict; Strategies and guidelines for resolution (Optional)
Retaining nurses through conflict resolution
Win-lose situation
JoHari Window
Performance appraisal enhancing employee development through interpersonal feedback
Less Odious performance appraisals (optional)
Delegation Authority and responsibility the myth and the reality (Optional)
Management Delegation myths and the paradox of task assignment
Delegation, authority and responsibility: a reconfiguration of an old paradigm (Optional)
Picking the right person for your mentor
The mentor protégé relationship: a biological perspective
Managing the boss: Lessons in reality theory
Career advancement strategies for the new decade
The cunning nature of man: excerpts from the fountainhead by Ayn Rand

Withdrawal Dates:
Last day to withdraw from one or more courses is June September 21, 2015

Make-up Procedure:
If you must miss an exam, you must make every effort to contact me before the exam. Failure to do so may result in a zero for that exam. Make-up exams, if allowed, must be taken within a week of the scheduled exam. The format of the make-up exam will be at my discretion (multiple-choice, short essay)

Academic Honesty Policy:
No form of academic misconduct will be tolerated. The University has a strict code for cheating and students should refer to the Student Code of Conduct to understand the consequences. University policy will be followed if a student is caught cheating.

Attendance Policy:
Class attendance is highly recommended and will be factored into your class participation grade.

COLLEGE OF BUSINESS STATEMENT OF ETHICS:
The ethical problems facing local, national and global business communities are an ever-increasing challenge. It is essential the College of Business and Technology help students prepare for lives of personal integrity, responsible citizenship, and public service. In order to accomplish these goals, both students and faculty of the College of Business and Technology at The University of Texas at Tyler will:

- Ensure honesty in all behavior, never cheating or knowingly giving false information.
- Create an atmosphere of mutual respect for all students and faculty regardless of race, creed, gender, age or religion.
- Develop an environment conducive to learning.
- Encourage and support student organizations and activities.
- Protect property and personal information from theft, damage and misuse.
- Conduct yourself in a professional manner both on and off campus.
STATEMENTS AND POLICIES:

Students Rights and Responsibilities
To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: http://www2.uttyler.edu/wellness/rightsresponsibilities.php

Grade Replacement/Forgiveness and Census Date Policies
Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at http://www.uttyler.edu/registrar. Each semester’s Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar. Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions that students need to be aware of. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a “W” grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through Financial Aid

State-Mandated Course Drop Policy
Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date). Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

Disability Services
In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University offers accommodations to students with learning, physical and/or psychiatric disabilities. If you have a disability, including non-visible disabilities such as chronic diseases, learning disabilities, head injury, PTSD or ADHD, or you have a history of modifications or accommodations in a previous educational environment you are encouraged to contact the Student Accessibility and Resources office and
schedule an interview with the Accessibility Case Manager/ADA Coordinator, Cynthia Lowery Staples. If you are unsure if the above criteria applies to you, but have questions or concerns please contact the SAR office. For more information or to set up an appointment please visit the SAR office located in the University Center, Room 3150 or call 903.566.7079. You may also send an email to cstaples@uttyler.edu

**Student Absence due to Religious Observance**
Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

**Student Absence for University-Sponsored Events and Activities**
If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

**Social Security and FERPA Statement:**
It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

**Emergency Exits and Evacuation:**
Everyone is required to exit the building when a fire alarm goes off. Follow your instructor’s directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.