SYLLABUS
Fall 2010

MANA 5320
LEADING AND MANAGING PEOPLE

Instructor: Stephen C. Bushardt
Office BUS 116
Telephone: 903-565-5853 office
903-285-1631 Home
Office Hours: Monday: 9:00-12:00
Friday: 9:00-12:00
Online office hours: Monday 4:00-5:30
Thursday 5:00-6:30
Other times by appointment

e-mail: Sbushardt@UTTyler.edu (best to reach me at)

Meeting time and place: ONLINE.

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 levels of analysis. Students with 15 undergraduate semester hours or more in Management may not receive MBA credit for this course.

Course Objectives

* To enhance critical thinking skills used in decision-making and interpersonal communication skills.

** 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.

*** Develop analytical and integration skills in applying knowledge to enhance individual and organizational effectiveness in a wide range of organizations (profit, nonprofit and governmental) in a complex global economy.

**** Develop an understanding of leadership theories and application skills.

*****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 an awareness of one’s own leadership styles.

**Teaching Approach and Pedagogy**

The course will utilize lectures, case studies, experiential learning, 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:
Articles are available on Blackboard.

Machiavelli, N. *The Prince, selections from the Discourses and other writings.*


**Schedule of Assignments**

To be announced, but will follow the course outline as we proceed at our own pace.

**Grade Determination**

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<tr>
<th>Component</th>
<th>Percentage</th>
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<tr>
<td>Test one</td>
<td>45%</td>
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<tr>
<td>Test two</td>
<td>45%</td>
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<tr>
<td>Participation</td>
<td>10%</td>
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Final grades will be determined using the evaluative criteria as described above with a ten-point format. Within the ten-point range pluses and minuses will be used where appropriate.

Final exam is scheduled for December 13, 6:00-8:00. Check Blackboard for updates.

**Class Policies**
1. You are expected to participate in group discussions on Blackboard and will be evaluated based on your involvement, quality of your contribution and insightfulness.

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.)

12th Class Day
September 8th is the last day to withdraw from the course without penalty.

Deadline for Withdrawal
October 27 is the last day to drop full-term courses with a non-penalty W grade.

Course Outline

A. Introduction

B. Critical thinking skills

C. Motivation
1. Cognitive theories
   a. Maslow's hierarchy of needs theory
   b. Herzberg's two-factor theory
   c. McClelland's need theory
2. Process theories
   a. Expectancy theory
3. Behavioral theories
   a. classical conditioning
   b. operant conditioning
   c. behavior modification
4. Social learning theory
   a. vicarious conditioning
   b. verbal behavior- rule governed behavior
5. Other theories
   a. Festinger's social comparison theory
   b. Festinger's cognitive dissonance theory
   c. Adam's theory of inequity
6. Organizational culture

D. Leadership Team Leadership
1. trait approach
2. behavioral approach
3. Tannanbaum & Schmidt's Situational leadership
4. Fiedler's Contingency Approach to leadership
5. House's Path-goal theory of leadership
6. Blake and Mouton's Managerial Grid
7. Hersey and Blanchard's Life Cycle Approach to leadership
8. Charismatic & Transformational Leadership
9. Motivation and leadership integration

E. Communication
   1. Giving and receiving feedback
   2. Active listening
   3. Jo-Hari's Window and organizational climate
   4. Organizational conflict and effective resolution

F. Group dynamics
   1. Individual roles
   2. Group process

G. Delegation, authority and responsibility
   1. Power
   2. Delegation, motivation and leadership integration.

H. Success Theory
   1. Organizational politics
   2. Career self-management
      a. mentorship
      b. gamesmanship

I. Closure
<table>
<thead>
<tr>
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<th>Reading</th>
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<tbody>
<tr>
<td>1</td>
<td>Critical Thinking website - <a href="http://www.criticalthinking.org">www.criticalthinking.org</a></td>
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<td>2</td>
<td>Critical thinking model</td>
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<td>3</td>
<td>A Contingency Approach to Organizational Effectiveness through Structural Adaptation</td>
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<td>4</td>
<td>Employee evaluation - measure performance, not attitude</td>
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<td>5</td>
<td>Motivation: Part 1</td>
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<td>6</td>
<td>Motivation: Part 2</td>
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<td>7</td>
<td>Motivation: Part 3</td>
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<tr>
<td>8</td>
<td>Motivation: Part 4</td>
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<tr>
<td>9</td>
<td>Sales force motivation: A theoretical analysis</td>
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<td>10</td>
<td>Sales force compensation and motivation to perform: An application of expectancy theory and operant conditioning</td>
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<td>11</td>
<td>Can Money Motivate?</td>
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<td>12</td>
<td>Compensation and benefits - today's dilemma in motivation</td>
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<td>13</td>
<td>Improving teaching effectiveness: merit pay vs. organizational culture</td>
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<td>14</td>
<td>Selecting a better carrot: organizational learning, formal rewards and culture</td>
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<td>15</td>
<td>Organizational culture, formal rewards structures, and effective strategy implementation: A conceptual model</td>
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<td>16</td>
<td>A paradigm for effective resolution of interpersonal conflict</td>
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<td>17</td>
<td>Retaining Nurses Through Conflict Resolution</td>
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<td>18</td>
<td>Win-lose situations</td>
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<td>19</td>
<td>Johari Window</td>
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<td>20</td>
<td>Performance Appraisal Enhancing Employee Development through Interpersonal Feedback</td>
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<td>21</td>
<td>Less Odious Performance Appraisals</td>
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<td>22</td>
<td>Delegation Authority and responsibility the myth and the reality</td>
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<td>23</td>
<td>Management Delegation Myths and the Paradox of Task Assignment</td>
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<td>24</td>
<td>Delegation, Authority and Responsibility: A Reconfiguration of an Old Paradigm</td>
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<td>25</td>
<td>Picking the right person for your mentor</td>
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<td>26</td>
<td>The mentor protégé relationship: A biological perspective</td>
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<td>27</td>
<td>Managing the boss: Lessons in reality theory</td>
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<td>28</td>
<td>Career advancement strategies for the new decade</td>
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<tr>
<td>29</td>
<td>The Cunning Nature of Man: Excerpts from The Fountainhead by Ayn Rand</td>
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<td>30</td>
<td>Synergy and consensus-seeking</td>
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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://www.uttyler.edu/wellness/StudentRightsandResponsibilities.html

Grade Replacement/Forgiveness
If you are repeating this course for a grade replacement, you must file an intent to receive grade forgiveness with the registrar by the 12th day of class. Failure to do so will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates will receive grade forgiveness (grade replacement) for only three course repeats; graduates, for two course repeats during his/her career at UT Tyler.

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 12th day of class (See Schedule of Classes for the specific date). Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Registrar's Office and must be accompanied by documentation of the extenuating circumstance. Please contact the Registrar's Office if you have any questions.

Disability Services
In accordance with federal law, a student requesting accommodation must provide documentation of his/her disability to the Disability Support Services counselor. If you have a disability, including a learning disability, for which you request an accommodation, please contact Ida MacDonald in the Disability Support Services office in UC 282, or call (903) 566-7079.

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.