

THE UNIVERSITY OF TEXAS AT TYLER
SOULES COLLEGE OF BUSINESS
Spring 2026

COURSE NUMBER: MANA 4385-061

COURSE TITLE: Leadership

INSTRUCTOR: Dr. Jim Cater, Professor of Management

OFFICE LOCATION: BUS 350-329

PHONE NUMBER: (903) 316-0688

E-MAIL: jcater@uttyler.edu

OFFICE HOURS: Monday 10:00 AM – 3:00 PM, Wednesday 10:00 AM – 3:00 PM, or by appointment.

COURSE DESCRIPTION: Application of leadership theories across all levels of the firm. Topics may include top management team dynamics, team building, transformational change processes, and corporate restructuring.

PREREQUISITE: Consent of academic advisor.

REQUIRED TEXT: Leadership: Research Findings, Practice, and Skills (2023), 10th Edition by DuBrin, Andrew J. Cengage Learning. ISBN 13: 978-0357716175.

COURSE OBJECTIVES:

1. Explain the meaning of leadership and how it differs from management.
2. Characterize how leadership influences organizational performance.
3. Identify general and task-related traits that contribute to leadership effectiveness.
4. Describe many of the traits and behaviors of charismatic leaders.
5. Compare the participative and autocratic leadership styles.
6. Describe how the situation influences the choice of leadership objectives.
7. Pinpoint key principles of ethical and moral leadership.
8. Describe the various types of power.
9. Describe the leader's actions that foster teamwork.
10. Describe the leader's role in employee engagement.
11. Describe how leaders contribute to the management of knowledge and the learning organization.

TECHNICAL SKILL REQUIREMENTS:

You should be comfortable with the following:

- using a word processor (changing font, spell check)
- using email for communication
- sending an email attachment
- navigating the Internet, using an Internet search engine
- downloading appropriate plug-ins

TEACHING METHOD: This online course makes extensive use of Canvas as an electronic instructional delivery and communication platform, using Canvas's content areas, course tools, and assessments. Coursework will include reading assignments, online quizzes, discussion board postings, and two exams. Learning strategies include reading resources linked to the Internet; viewing video streaming, assignment instructions; project and process-oriented individual projects; use of the discussion board; use of the Internet; and e-mails among students and between individual students and the professor.

COURSE CONTENT:

Tentative Course Schedule:

<u>Date</u>	<u>Module</u>	<u>Topic</u>	<u>Textbook Chapter</u>
Mon.-Tues Jan 12-20	1	Introduction The Nature and Importance of Leadership	1
Wed-Tues Jan 21-27	2	Traits, Motives, and Characteristics of Leaders	2
Wed-Tues Jan 28-Feb 3	3	Charismatic and Transformational Leadership	3
Wed-Tues Feb 4-10	4	Leadership Behaviors, Attitudes, and Styles	4
Wed- Tues Feb 11-17	5	Contingency and Situational Leadership	5
Tues-Wed. Feb 24-25		Exam 1: Chapters 1, 2, 3, 4, and 5	
Thur-Tues Feb 26 Mar 3	6	Leadership Ethics and Social Responsibility	6
Wed-Tues Mar 4-10	7	Power, Politics, and Leadership	7
Mar 11- 17		Spring Break	
Wed-Tues Mar 18-24	8	Developing Teamwork	9
Wed-Tues Mar 25-31	9	Motivation and Coaching Skills Extra Credit Executive Interview Due	10
Wed-Tues Apr 1-7	10	Strategic Leadership and Knowledge Mgt	13
Tues-Wed. Apr 14-15		Exam 2: Chapters 6, 7, 9, 10, and 13	
Thur-Tues Apr 16-28		Leadership Analysis Report	

Students may work ahead of the above schedule. Please note that if you work ahead of schedule, you must come back to the Discussion Board and respond to the posts of two other students to earn full credit for the exercise. For each textbook chapter, we will have Chapter Review Questions and a Discussion Board.

Course Requirements:**(Tentative Due Dates)**

Introductory Quiz	5 points	Due Tuesday, January 20, at 11:00 PM
Exam 1:	100 points	Tues Feb 24 (6:00 AM) –Wed Feb 25 (11:00 PM)
Exam 2:	100 points	Tues Apr 14 (6:00 AM) – Wed Apr 15 (11:00 PM)
Chapter Review Questions	100 points	Due Tuesday nights at 11:00 PM
Discussion Questions	200 points	Due Tuesday nights at 11:00 PM
Leadership Analysis Report	100 points	Due Tuesday, April 28, at 11:00 PM
Total	605 points	

Methods of Evaluation:**Grading Scale:****A = 544-605 points****B = 484-543 points****C = 423-483 points****D = 363-422 points****F = 0 – 362 points**

Withdrawal Dates: The Census Day is January 26, 2026. The last day to withdraw from one or more courses is March 30, 2026.

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. Failure to do so may result in a zero for that exam. The format of the make-up exam will be at my discretion (multiple-choice, short answer, or essay).

Introductory Quiz

In Canvas – Modules, based on the Introductory Information, complete the Introductory Quiz. This quiz consists of five multiple choice questions and is worth five points. It is due Tuesday, January 20, at 11:00 PM.

Study Groups

By Tuesday, February 3, we will select study groups for the Leadership Analysis Report. Each group will consist of four to five students. Students may choose their own groups, but I will assist in group selection as needed.

Exams

There will be two exams. Each exam will consist of 50 multiple-choice questions. Exams will cover all lectures, text, and supplementary material. Supplementary material may include readings, case studies, videotapes, and exercises. The exams are not cumulative. The exams will be given under a time limit of 60 minutes. At the end of 60 minutes, the exam will automatically shut down.

REQUIRED EQUIPMENT: Our exams will require a web camera with a microphone to submit these assignments. If you do not have a web camera built into your laptop or desktop, you will need to purchase an inexpensive one. I found one on Amazon for \$9.99 [Amazon Web Camera](#)

The Soules College of Business is pleased to offer courses online in an asynchronous environment in order enhance their accessibility. In order to preserve academic integrity in these online courses, we observe the following testing policy.

- 1) Classes offered online may have up to two tests/examinations offered in a proctored setting.
- 2) These proctored exams should have meaningful impact on a student's grade in class.
- 3) Exams administered online should be proctored live using a proctoring service approved by the University. The use of services which only record the exam administration but do not offer live monitoring is not acceptable.
- 4) Students must register for the proctoring service using information provided by the instructor (on Canvas).
- 5) Exam proctoring will be at no cost to the student provided that the exam is scheduled in a timely manner per the course instructions. Students may be billed for cancelling or rescheduling an exam per the provider's fee schedule.

Exams are necessary to assess your mastery of core marketing concepts. The two exams will consist of multiple choice questions. You will have 60 minutes on each exam. **You are not permitted to use your textbook, notes, or any other resources on the exam. Your exams will be proctored via a web camera with a microphone by LockDown Browser. During your exam you are not permitted to leave the computer (bathroom breaks, etc.), you must take the exam in a quiet room, and you must have good lighting and sound.**

Copying any questions/answers on an exam or discussing exam questions with other students is considered cheating and may result in failing the course and/or other scholastic dishonesty disciplinary actions.

LockDown Browser + Webcam Requirement

This course requires the use of LockDown Browser and a webcam for online exams. The webcam can be the type that's built into your computer or one that plugs in with a USB cable.

Watch this brief video to get a basic understanding of LockDown Browser and the webcam feature.

<https://www.respondus.com/products/lockdown-browser/student-movie.shtml>

Download Instructions

Download and install LockDown Browser from this link:

<https://download.respondus.com/lockdown/download.php?id=593832943>

Once Installed

- Start LockDown Browser
- Log into to Canvas
- Navigate to the exam

Note: You won't be able to access an exam that requires LockDown Browser with a standard web browser. If this is tried, an error message will indicate that the test requires the use of LockDown Browser. Simply start LockDown Browser and navigate back to the exam to continue.

Guidelines

When taking an online exam, follow these guidelines:

- Select a location where you are comfortable having a video recording taken of yourself and your workspace environment. This area should be free of distractions and interruptions.
- Turn off all other devices (e.g. tablets, phones, second computers) and place them outside of your reach
- Before starting the test, know how much time is available for it, and also that you've allotted sufficient time to complete it
- Clear your desk or workspace of all external materials not permitted - books, papers, other devices
- Remain at your computer for the duration of the test
- If the computer, Wi-Fi, or location is different than what was used previously with the "Webcam Check" and "System & Network Check" in LockDown Browser, run the checks again prior to the exam
- To produce a good webcam video, do the following:
 - Avoid wearing baseball caps or hats with brims
 - Ensure your computer or device is on a firm surface (a desk or table). Do NOT have the computer on your lap, a bed, or other surface where the device (or you) are likely to move
 - If using a built-in webcam, avoid readjusting the tilt of the screen after the webcam setup is complete
 - Take the exam in a well-lit room, but avoid backlighting (such as sitting with your back to a window)
- Remember that LockDown Browser will prevent you from accessing other websites or applications; you will be unable to exit the test until all questions are completed and submitted

Getting Help

Several resources are available if you encounter problems with LockDown Browser:

- The Windows and Mac versions of LockDown Browser have a "Help Center" button located on the toolbar. Use the "System & Network Check" to troubleshoot issues. If an exam requires you to use a webcam, also run the "Webcam Check" from this area

- 24/7/365 Live Chat Support is also available from the Help Center, or from within the "it's not working" troubleshooter.
- [As applicable, insert information about your institution's help desk, including details about how to contact them. Some help desks want students to run the "System & Network Check" and the "Webcam Check" before they are contacted - and even, to forward the results of these checks at the time of opening a ticket.]
- Respondus has a Knowledge Base available from support.respondus.com. Select "LockDown Browser & Respondus Monitor" as the product to view helpful articles.
- If you're still unable to resolve a technical issue with LockDown Browser, go to support.respondus.com and select "Submit a Ticket". Provide detailed information about your problem and what steps you took to resolve it

Chapter Review Questions

In Modules 1 through 10, I have posted chapter review questions for each of the ten assigned chapters. Example: Chapter 1 Review. The review questions will be due at **11:00 PM on the Tuesday evening of each due date**. Note **11:00 PM**. The questions will be in multiple-choice format. Each set of chapter review questions will count for 10 points. You will have 20 minutes to complete each exercise. There are ten assigned chapters for the class. Please contact me immediately via e-mail if you experience technical difficulties, such as a lock-out, while you are taking a chapter review quiz.

Discussion Boards

In Module Topics 1 through 10, I have posted discussion questions for each of the assigned Modules. Example: Chapter 1 Discussion Board. The Discussion Board questions will be due at **11:00 PM on the Tuesday evening of each due date**. Each student must actively engage in at least three separate instances during the discussion period to obtain full credit for the exercise. Each discussion exercise will count for 20 points. Please note that if you work ahead of schedule, you must come back to the Discussion Board and respond to the posts of two other students in order to earn full credit for the exercise. Please note that Discussion Board answers must be in full sentences with proper spelling, punctuation, and grammar. No abbreviations, such as those used in instant messaging, will be acceptable. Also, longer, more comprehensive Discussion Board answers will be rewarded with higher grades. Short answers -one or two sentences- will receive lower grades.

Please note that in the Discussion Board responses, you must personally address the students that you are responding to by name. For example, you may start your response with "Hello (student name)" or "Hi (student name)." There will be a point loss for each time you fail to do this.

Answer length is very important for the Discussion Board posts and responses. Longer answers require more time and effort, which is what I am looking for. Add to the discussion with something new, look up related items, and bring in some different thoughts. Longer responses generally receive better grades, provided the answers are correct, make sense, and are respectful to everyone involved.

Add more information to your responses to the two other students. Also, clearly number your answers – Question 1 and Question 2. I also suggest that you copy each question and then reply to each question. I suggest that you write your answers out in a Word document, check for errors, and then copy and paste them into the Discussion Board.

Going forward, please place your original post in the Discussion Boards at least two days before the deadline to allow other students to respond.

Discussion Board Rubric

Discussion Board – 20 points. Each Discussion Board counts as 20 points – 14 points for your post in response to the questions, and then 3 points and 3 points for your responses to other students. Grammar, punctuation, and spelling should be error-free. Consider the responses as mini-essays. You can observe the rubric within each graded Discussion Board.

Leadership Analysis Report

Each study group will select a company for the report and inform me of this company in writing (a paragraph or two) by Tuesday, March 31. After my approval, the group will write a leadership analysis report. Each group will prepare a Microsoft Voice-over PowerPoint Presentation of approximately seven minutes in length for the class. Do not submit Google Docs. Each group member must participate in the presentation with a voice part. This verifies each group member's participation. If a student does not participate with a voice part, they may receive a zero for the leadership analysis. The written report in a Microsoft Word Document and the presentations are due Tuesday, April 28, at 11:00 PM. Note 11:00 PM.

Executive Interview/Extra Credit Opportunity

Identify and select an individual in the community who is actively employed as a for-profit small business manager or entrepreneur. Do not choose administrators from colleges or non-profit organizations. You must inform me of your selection by Tuesday, March 10, at 11:00 PM. This manager may be a friend, relative, or acquaintance. Audio record an Executive Interview with the manager using an electronic device such as a cell phone or digital recorder. You must use the list of questions posted in Canvas. Do not skip questions. Transcribe the recorded interview. The transcription must be a minimum of 5 pages, double-spaced, in 12-point font, and with one-inch margins. Write an executive summary of the individual and their company. The executive summary must be a minimum of 2 pages, double-spaced, in 12-point font, and with one-inch margins. This is a minimum of 7 pages. You may exceed seven pages. Each student who successfully completes this project will receive up to 30 bonus points. The complete report is due Tuesday, March 31, at 11:00 PM. Email the written report and recorded interview to me at jcater@uttyler.edu. I will not accept any report after March 31, at 11:00 PM. Do not use AI on this project.

Attendance Policy – Time Commitment – Student Expectations

Attendance (regular participation in the online classroom) is essential for maintaining the best learning environment. Learning occurs in relationship not only between student and course materials, but, just as importantly, peer to peer, professor to student, and student to professor.

You are expected to log on to the course site every day at least once.

NOTE: This Internet class demands that the student be self-motivated and self disciplined. You are responsible to keep up with the schedule, assignments, and exams. I will be contacting you throughout the semester by email, and Canvas is available at all times.

Students are expected to be polite and respectful in all communication with the professor and other students. Proper grammar, spelling, and punctuation are required in all communication. Abbreviations, such as those used in text messaging, are not acceptable.

What You Should Understand About Internet Classes

- Be realistic about the amount of time required to do the coursework
- Plan to spend 3 to 5 clock hours per week for every credit hour
- Schedule class time just as if you were attending class on-campus
- Turn in your work ON TIME
- On-line is NOT easier!
- Participate actively in the class
- Use e-mail and the discussion boards to communicate often with your instructor and other classmates
- Log onto the class at least every day.
- Do NOT fall behind in your assignments
- ASK for help when you need help

Technical Information

Technical Support

If you experience technical problems or have a technical question about this course, you can obtain assistance by emailing itsupport@patriots.uttyler.edu.

When you email IT Support, include a complete description of your question or problem including:

- The title and number of the course
- The page in question
- If you get an error message, a description and message number
- What you were doing at the time you got the error message

You may also visit [Distance Education FAQs](#) for helpful information.

Plug-ins and Helper Applications:

UT Tyler online courses use Java, JavaScript, browser plug-ins, helper application and cookies. It is essential that you have these elements installed and enabled in your web browser for optimal viewing of the content and functions of your online course. You may check to see if your web browser is properly configured to use by clicking on the Student Resources tab within and selecting “Test Browser.” Links for browser plug-ins and helper applications are provided below.

- [Adobe Reader](#) allows you to view, save, and print Portable Document Format (PDF) files.
- [Adobe Flash Player](#) allows you to view content created with Flash such as interactive web applications and animations.
- [Java Runtime Environment](#) (JRE) allows you to use interactive tools on the web.
- [QuickTime](#) allows users to play back audio and video files.
- [Windows Media Player](#) allows you to view, listen and download streaming video w/audio.
- [RealPlayer](#) allows you to view and listen to streaming video and audio.

Student Resources

Netiquette Guide: “[Netiquette](#)” (network etiquette) is the do's and don'ts of online communication. Netiquette covers both common courtesy online and informal “rules of the road” of cyberspace. Review and familiarize yourself with the guidelines provided.

Digital Library Resources: Students enrolled in this course will have access to the [Robert R. Muntz Library](#), at The University of Texas at Tyler. Follow this link, and then complete the instructions at those sites for accessing information from a distant site. Many of the database subscriptions funded by student fees give you access to full text journals that you will need for your review of the literature in each course. Please take the time to set up your account and get familiar with the resources available. They are great!

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.

VI. STATEMENTS AND POLICIES

A. Students Rights and Responsibilities

To familiarize yourself with 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>.

B. 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

C. 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.

D. Disability Services

In accordance with federal law, a student requesting accommodation must provide documentation of his/her disability to the Disability Services counselor. If you have a disability, including a learning disability, for which you request an accommodation, please contact the Disability Services office in UC 3150, or call (903) 566-7079.

E. 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.

F. 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.

G. 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.

H. 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.