# UNIVERSITY OF TEXAS AT TYLER

## STRATEGIC LEADERSHIP PROCESSES

**Initial Release: 4/25/25**

**Revised:**

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| **COURSE:** | MANA 5345.701; 703; 705 (Online Classes) |
| **DURATION:** | Start Date:    5/5/2025<br>End Date:    6/21/2025 |
| **FACULTY:** | D. Harold Doty, PhD<br>Office: Soules College 350.39<br>Phone: 903.565.7101<br>Email: hdoty@uttyler.edu<br>Phone office hours: TTH 8:30 – 9:30 and by appointment. |
| **TEXTBOOK:** | Northouse, P. G. (2022). (9th Ed.) Leadership: Theory and Practice. Thousand Oaks: CA: Sage Publications.<br><br>ISBN: 978-1-5443-9756-6506362311<br><br>Discussion articles/videos and other supplemental readings will be posted on Canvas. |

## COURSE OVERVIEW AND OBJECTIVES:

The goal of the course is to develop your conceptual and practical competence for organizational leadership roles. By the end of the course, you will have been exposed to many management ideas, theories and applications. You will:

1. Understand the role of a leader in the organization and the challenges and opportunities associated with this role.
2. Learn what motivates leaders as well as which motivation strategies leaders can utilize to become effective.
3. Compare and contrast different leadership styles and their applicability to different organizational contexts and situations.

4. Understand the contributions of teams, how values play an important role in teams, strategies to manage conflict, and learn to evaluate your team members.
5. Demonstrate the ability to apply administrative and management concepts in a for-profit environment.

The course incorporates a dual focus on: a) strong analytical fundamentals (i.e., theoretical knowledge from leadership research) and b) practical application of leadership theory to organizational situations. The content of the course and the assignments will draw upon 1) cutting-edge research from management and other disciplines; 2) business cases and videos; and 3) your personal experiences.

## COURSE DESIGN:

The course content is presented in 14 modules with each module containing the content to be covered during the assigned week. Class content/assignments will include the following: the award winning "Doty Speaks" narrated PowerPoint series, article(s)/videos, 3 discussion board assignments (DBAs), 4 multiple-choice quizzes, 1 group project, and two major multiple-choice exams. The Course Calendar presented in Canvas contains the detailed schedule of the course with the due dates for each assignment. Here is a brief description of what each category type of course activity entails:

**Doty Speaks:**  Okay, maybe award winning was a stretch, but I have posted one or more narrated Power Point slideshows for each module.  I encourage you to listen to the slideshows before you read the chapters.  Please be aware that these slideshows will help highlight important points about the topic but are not intended to replace the reading material in the textbook.

**Articles/Videos**. Every week, in addition to your textbook chapters, you will need to read an article(s) and watch videos on the topics covered during that week. The articles will be posted on Canvas in the corresponding modules. The links to the videos for each week are provided in the modules on the Canvas page.

**DBAs**. The DBA assignments are intended as a chance for you to express your informed opinion about the topics in the assignments. I am far more interested in what you think than whether you are "right or wrong." As such, I strongly discourage the use of any generative AI; I want you to write about what you think. And remember the words of the acclaimed scholar, Karl Weick, who always argued in class that you can't really know what you think until you see what you said (a refrain from Karl's doctoral seminar which I took in the late 80's – true then and still true today!). Given my interest in having you think and express your thinking in writing, I generally don't grade these assignments based on content so long as they are civil and at least mostly on topic.

These assignments will be completed in your DBA groups which are larger groups than your Group Project groups. There will be 3 DBAs during the course. DBAs will be based, more or less, on the chapter(s) covered during the corresponding or previous module and/or articles/videos posted on Canvas. Each DBA will require 2 posts (300-400 words each): a response to my question(s) as well as a response to another (only one) student's post of your choice. Each DBA post will require 2 citations: one internal citation (a page from your textbook) and one external citation (any reputable business article). In total, you will need 4 citations per each DBA. You CAN use the articles posted on Canvas for your external citations. Alternatively, you can find any other articles from reputable business magazines and journals and cite them in your posts.

It is critical to approximate the APA style in writing and referencing. While I reserve the right to subtract points for egregiously sloppy writing that contains grammatical and/or stylistic errors I rarely take such action.

Please pay careful attention to the deadlines. If your initial posting is late, you will lose one point. There is no flexibility on this deadline.

**Quizzes**. There will be 4 open book quizzes covering the required textbook material for the corresponding week(s). Each quiz will consist of 16 one-point multiple-choice questions. You can take a quiz at any time before its deadline; the time you can spend on a quiz (once started) is unlimited. However, once you start the quiz you should complete it because there will be no option to exit it and return to it. I WILL NOT REOPEN A QUIZ FOR YOU AND YOU WILL LOSE POINTS. I DO NOT ACCEPT LATE WORK.

**Group Project**. This assignment will be completed with your smaller Group Assignment group. This assignment is meant to give brief hands-on exposure and/or practice in key topic areas. The exercise will require advanced preparation, including reading the corresponding book chapters as well as doing online research. Group members need to coordinate their interaction on their own (distribute parts of assignment, do research, editing, proofreading, etc.). You may use any means of communication that are more convenient for you and your group members. One document per group with a completed assignment needs to be submitted on Canvas by the deadline under Group Exercise.

**Exams**. There will be 2 multiple choice exams offered via the Respondus Monitor proctoring protocol. You do not need to register in advance to complete the exams; they are accessed through the course Canvas page via the Lockdown browser which you will need to download and install. I have provided several access points across the relevant Canvas course pages. REMEMBER THAT WHEN YOU TAKE THE EXAM YOU WILL NEED TO EXIT THE CHROME BROWSER AND OPEN THE LOCKDOWN BROWSER.

Each exam will have about 50 1-point questions and will be restricted to a 75-minute timeframe.

Please be aware that you will have the opportunity to answer each question only once; you will not be allowed to move backward through the exam. Further, you will not be able to review the exam after it is completed and graded. The exams are summative rather than formative exercises.

I strongly suggest that you begin the exams before 8 pm on the last day of the exam or you might not have time to complete the exam. Sometimes you will hit technical difficulties especially toward the end of the testing window. You must adjust your camera so your face is visible during the exam, and you will be recorded throughout the exam. Failure to do this or violating any other testing protocol procedures may result in receiving a zero on the exam.

# EXAM RULES

1. No cheating – you know what it is; don't do it!
2. You may use a single 8.5 x 11 sheet of handwritten notes with writing on both sides. No photocopy or computer-generated text allowed.
3. You have 75 minutes to complete the exam.
4. You will see each question only once; once you submit your answer you may not return to the question. You may not move back and forth through the exam.

# EXAM ACCESS

1. You will access the exam using the Lockdown browser (rather than the Chrome browser). You will need to download and install this browser if you have not already done so.
2. Don't forget to install the browser after you download it. Double click the .exe file.
3. Remember to exit Chrome and launch the Lockdown browser to access Canvas and the exam link on the course web page.

I have included a "**Practice Exam**" in the course for your convenience. The purpose of this practice exam is to help you make sure you have exam access well in advance of the due date for the first real exam. This practice exam does not count toward your final grade (and is only 2 silly questions) but might save you a great deal of grief and stress when it is time for a real exam.

## GRADE DISTRIBUTION:

| Course Activity | Quantity | Individual/Group | Grade Value |
|---|---|---|---|
| Quizzes | 4 | Individual | 20% |
| Discussion Board Assignments (DBAs) | 3 | Individual (but will need to read and respond to your group members' posts) | 15% |
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| Group Project | 1 | Group | 10% |
| Exam 1 | 1 | Individual | 25% |
| Exam 2 | 1 | Individual | 30% |
| **TOTAL:** | | | **100%** |

**Scale for final letter: A (90-100); B (80-89.99); C (70-79.99); D (60-69.99); and F (Below 60).**

- I do not round grades up.
- I do not allow make-up work.
- I do not accept late work.
- I do not provide extra credit opportunities.

## Official University AI Language for this course:

1) Students may only use generative AI guidance for the DBA assignments, and I discourage its use even there. Use on any other assignments, quizzes, or exams is prohibited.

2) AI is permitted only for specific assignments or situations, and appropriate acknowledgment is required. a. Example 1: This course has specific assignments where artificial intelligence (AI) tools (such as ChatGPT or Copilot) are permitted and encouraged. When AI use is permissible, it will be clearly stated in the assignment directions, and all use of AI must be appropriately acknowledged and cited. Otherwise, the default is that AI is not allowed during any stage of an assignment. b. Example 2: During some class assignments, we may leverage AI tools to support your learning, allow you to explore how AI tools can be used, and/or better understand their benefits and limitations. Learning how to use AI is an emerging skill, and we will work through the limitations of these evolving systems together. However, AI will be limited to assignments where AI is a critical component of the learning activity. I will always indicate when and where the use of AI tools for this course is appropriate. c. Example 3: Most assignments in this course will permit using artificial intelligence (AI) tools, such as ChatGPT or Copilot. When AI use is permissible, it will be documented in the assignment description, and all use of AI must be appropriately acknowledged and cited. When using AI tools for assignments, add an appendix showing (a) the entire exchange (e.g., prompts used), highlighting the most relevant sections; (b) a description of precisely which AI tools were used, (c) an explanation of how the AI tools were

used (e.g. to generate ideas, elements of text, etc.); and (d) an account of why AI tools were used (e.g. to save time, to surmount writer's block, to stimulate thinking, to experiment for fun, etc.). Students shall not use AI tools during in-class examinations or assignments unless explicitly permitted and instructed to do so. d. Example 4: In this course, we may use AI tools (such as ChatGPT and Copilot) to examine how these tools may inform our exploration of the class topics. You will be notified as to when and how these tools will be used, along with guidance for attribution. Using AI tools outside of these parameters violates UT Tyler's Honor Code, constitutes plagiarism, and will be treated as such.

## 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](mailto: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.

## GENERAL UT TYLER ACADEMIC POLICIES:

See below or access at http://www.uttyler.edu/academicaffairs/files/syllabuspolicy.pdf

## IMPORTANT DATES:

**Census date**: 5/9/25
**Last day to withdraw from one or more classes**: 6/5/25

## 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/rightsresponsibilities.php

We respect the right and privacy of students who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at http://www.uttyler.edu/about/campus-carry/index.php.

## 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. If you are unsure if the above criteria apply to you, or have questions or concerns, please contact the SAR office.