Instructor: Stephen C. Bushardt
Office: BUS 116
Telephone: 903-565-5853 office
           903-330-5570 Cell
Office Hours: By Appointment
E-mail: Sbushardt@UTTyler.edu (best to reach me.)
Meeting time and place: Ref. EMBA Cohort Schedule

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)*


**Grade Determination**

<table>
<thead>
<tr>
<th>Grade Source</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Test one</td>
<td>40%</td>
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<tr>
<td>Test two</td>
<td>40%</td>
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<tr>
<td>Group Discussion Board</td>
<td>20%*</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
1/21/17  Saturday: 10:00-4:00
Module 1 on Blackboard
  Introduction, Attitudes vs. Behavior
  Classroom activity: Getting acquainted

  Read: Employee evaluations: Measure performance, not attitude

Module 2 on Blackboard
  Critical Thinking

  Read: http://www.criticalthinking.org/

  Classroom activity: Critical thinking discussion in groups

Week 2
2/3/17  Friday: 5:00-9:00
Module 3 on Blackboard
  Motivation Theory: Cognitive theories: Need theories
  Read: Motivation Part 1 & 2

2/4/17  Saturday 8:00-10:00
Module 4 on Blackboard
  Motivation theory: Cognitive theories: Process theory of Expectancy Theory and  Active Listening
  Read: Motivation Part 3 & 4

  Classroom activity: Case discussion with expectancy theory

Week 3
2/18/17  Saturday 10:00-4:00
Module 5 on Blackboard
  Active Listening
  Classroom activity: active listening role play.

Module 6 on Blackboard
  Motivation Theory: Behavioral theory
  Read:


Week 4 3/03/17 Friday: 5:00-9:00
Module 7 on Blackboard
Organizational culture; Organizational Culture and review for the exam

Read:


Classroom activity; Organizational Culture and review for the exam.

3/4/17 Saturday 8:00-10:00
Module 8 on Blackboard  3/4/17 Saturday 8:00-10:00
Mid-term Exam

Week 5 3/11/17 Saturday 10:00-4:00
Module 9 on Blackboard
Interpersonal Conflict
Read:
Win-lose


Module 10 on Blackboard
FIRO-B
Jo Hari’s Window
Classroom activity; conflict resolution styles exercise, Johari’s Window and FIRO-B exercise.
Read;
The Johari widow: A model for soliciting and giving feedback

Week 6 3/31/17 Friday 5:00-9:00

Module 11 on Blackboard
Interpersonal Skills: Giving and Receiving Feedback
Read;

Less Odious Performance Appraisal. (optional)

4/1/17

Module 12 on Blackboard Saturday 8:00-10:00
Delegations, Authority and Responsibility
Read;

Week 7  4/08/17 Saturday 10:00- 4:00  
Module 13 on Blackboard  
Read:  
Situational Leadership  
**Classroom activity:** Discuss leadership.

Week 8  4/28/17 Friday 5:00-9:00  
Module 14 on Blackboard Friday 5:00-9:00  
Success theory: Mentoring  
**Classroom activity:** Discuss success theory and review for exam II.  
Read:  
The cunning nature of man: excerpts from the Fountainhead by Ayn Rand  

4/29/17  Saturday 8:00-10:00  
**Module 15 on Blackboard**  
**Exam 2**  

**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 March 27, 2017

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.

**UNIVERSITY POLICIES**

http://www.uttyler.edu/academicaffairs/files/syllabuspolicy.pdf

**UT Tyler Honor Code**
Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

**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

**Campus Carry**
We respect the right and privacy of students 21 and over 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

**UT Tyler a Tobacco-Free University**
All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors. Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products.

There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit www.uttyler.edu/tobacco-free
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. (For Fall, the Census Date is Sept. 12.) 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 of which students need to be aware. 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.

Student Accessibility and Resources
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 (SAR) 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.

Student Standards of Academic Conduct
Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

i. “Cheating” includes, but is not limited to:
   • copying from another student’s test paper;
   • using, during a test, materials not authorized by the person giving the test;
   • failure to comply with instructions given by the person administering the test;
   • possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed “crib notes”. The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;
   • using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered test, test key, homework solution, or computer program;
   • collaborating with or seeking aid from another student during a test or other assignment without authority;
• discussing the contents of an examination with another student who will take the examination;
• divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;
• substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment;
• paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program;
• falsifying research data, laboratory reports, and/or other academic work offered for credit;
• taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and
• misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially

ii. “Plagiarism” includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another’s work and the submission of it as one’s own academic work offered for credit.

iii. “Collusion” includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.

iv. All written work that is submitted will be subject to review by SafeAssignTM, available on Blackboard.

UT Tyler Resources for Students

• **UT Tyler Writing Center** (903.565.5995), writingcenter@uttyler.edu
• **UT Tyler Tutoring Center** (903.565.5964), tutoring@uttyler.edu
• The Mathematics Learning Center, RBN 4021, this is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.
• **UT Tyler Counseling Center** (903.566.7254)