

THE UNIVERSITY OF TEXAS AT TYLER

COLLEGE OF BUSINESS ADMINISTRATION

Fall 2023

August 21 – October 7, 202

COURSE NUMBER: MANA 4385.068

COURSE TITLE: Strategic Leadership

INSTRUCTOR: Phil Behnke, PhD (ABD)

REQUIRED TEXT: The Leadership Experience, 8th edition, R. Daft ISBN 978-0-357-71630-4

COURSE DESCRIPTION: This course builds upon the introduction to leadership found in the MANA 3311 Organization Behavior course and augments the emphasis on leadership in the MANA 4395 Strategic Management course. MANA 4385 is one of two courses, when taken, will move you towards a Leadership Minor. The purpose of strategic leadership is to lead change to enhance personal and organizational performance. This starts with the application of leadership theories across all levels of the firm. The course examines various roles and best practices for leaders. These include the personal role of leader as well as those of strategist, moral and ethical role model, ethical problem solver and change agent. The components for the course will include text chapter readings, exams and power point slides.

PREREQUISITE: A strong desire to engage and learn about leaders in place as well as emerging leaders such as students themselves. The student will be responsible for describing a personal leadership development plan to facilitate the design and implementation of their professional and personal career. Question: When you think of the term strategic leadership, what comes to mind? You may think about political, governmental, military, business, or even religious leaders. You may consider thought leaders like late night TV hosts. An additional view is to focus on individuals who have defined and pursued a career or calling that has achieved success. One more is the area of leading teams. This course exposes the student to many of these aspects with an intended purpose to develop their own personal leadership development action plan.

COURSE OBJECTIVES:

1. Knowledge objectives

Upon completion of this course, the student will be able:

- To demonstrate a thorough understanding of the leadership literature
- To expand their awareness of personal leadership philosophy and practices
- To highlight current additions to the literature in areas such as vision, moral and ethical leader practices, shaping culture and personal courage
- To diagnose, improve and leverage the positive advantage of organizational health

2. Competencies to be demonstrated:

-To draw on the literature of leadership and apply it in a way that enhances personal and organizational leadership

-To observe, interview, analyze, report upon and learn from practicing leaders

3. Outcomes for students:

-To provide students with an applied view of strategic leadership through an online based structure, analysis, and report of a leader leading a significant change.

CLASS MEETING METHOD: Online

DEFINITION OF AN ONLINE WEEK: The online week begins on Monday at 8AM CST and ends the Sunday of the same week at 11:55PM CST. Note that all times are Central Standard Time.

OFFICE LOCATION AND CONTACT INFO: Since I reside in Colorado, I do not have a UT-T campus office nor a campus office phone no.

Telephone – I strongly prefer that you text me and indicate you’d like to talk. *In your text, it is important that you identify yourself and your course.* I will get back to you as soon as possible the same day. Thanks so much. 972-693-0031

Email – *In your email, it is important that you identify yourself and your course.* You may also use the Canvas message system. My email is philipbehnke@msn.com

Office Hours – Wednesdays 11am to 1pm CST. Please text me @ 972-693-0031 before we set up the call.

EVALUATION AND GRADING: Grade Percentage Cutoffs:

A: 90–100%; B: 80–89%; C: 70–79%; D: 60–69%; F: 59% & below

Grade Rounding Policy

I do not round up.

Points per Deliverable

Deliverable	Points	Total points
Discussion Board		
-Module 1 (Self Introduction)	30 points	30

Exams			
-I (Covers Text Chp. 1 - 6)	50		
-II (Covers Text Chp. 7 - 11)	50		
-III (Covers Text Chp. 12-15)	70	170	
			200
Total Possible for Course			

COURSE-SPECIFIC RULES, POLICIES, EXPECTATIONS:

Attendance

Attendance in each module is required.

Content Requirements and Late Policy

These are the forms of course activities: Text Chapter Readings, Exams and Power Point Slides.

Exams

There will be three exams. Please refer to the table above and to Canvas for the text chapters covered in each exam. They are multiple choice. There is a 60-minute time limit that begins when the exam is launched. Exams will cut-off at this time and there are no late exam takings allowed. Correct answers will be posted for 4 days starting the Tuesday after the closing date.

Exams opening and closing dates:

Exam I will open at 8:30am on Sept. 4 and close at 11:55pm on Sunday, Sept. 10

Exam II will open at 8:30am on Sept. 18 and close at 11:55pm on Sunday, Sept. 24

Exam III open at 8:30am on Oct. 2 and close at 11:55pm on Sunday, Oct. 8

Late policy for exams:

No late exams will be allowed.

UNIVERSITY RULES AND POLICIES:

Writing Assistance Tools: Please use these links as tools for writing assignments in this course. As well as the written communication rubric.

www.uttyler.edu/writingcenter/

<https://owl.english.purdue.edu/owl>

Makeup Policy: Makeup exams will be given for university-approved excuses only, which are subject to the instructor's approval. Any request for a change resulting in an alternate time for an exam will need to be pre-approved prior to the exam in question. Whenever possible, every effort should be made to take an exam as scheduled.

Student 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>

Academic Integrity: Academic integrity is the utmost importance. Academic dishonesty will result in the receipt of an F for a final grade in this course. The assessments included in this course are designed to measure your grasp of the information which is examined throughout the course. Please refer to <http://www.uttyler.edu/catalog/10-12/149.htm> to review the Academic Standards of Conduct.

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:

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

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 about 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.

Disability Accommodation: Any student who feels their performance in this class may be impacted by a disability, in accordance with federal law, must provide documentation of his/her disability. It is university policy to evaluate the need for an accommodation on a case by case basis. 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 issues a unique identifying ID number to all students. The electronic transmission of grades (e.g., email) risks violation of the Family Educational Rights and Privacy Act (FERPA) and therefore will not be transmitted electronically. Further, in accordance with FERPA, any information regarding assignments and grading will be discussed between the instructor and the student only. All requests made to the instructor, which are initiated by someone other than the student, regarding information about a student's activity, will be advised by the instructor to seek that information from the student.

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.

Concealed Handguns on Campus: "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>."

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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.

1. "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.

2. “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.

3. “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.

All written work that is submitted will be subject to review by plagiarism software.

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)

Important Covid-19 Information for Classrooms and Laboratories

Students are encouraged to wear face masks covering their nose and mouth, and follow social distancing guidelines, at all times in public settings (including classrooms and laboratories), as specified by Procedures for Fall 2020 Return to Normal Operations. The UT Tyler community of Patriots views adoption of these practices consistent with its Honor Code and a sign of good citizenship and respectful care of fellow classmates, faculty, and staff. Students needing additional accommodations may contact the Office of Student Accessibility and Resources at University Center 3150, or call (903) 566-7079 or email saroffice@uttyler.edu.

Recording of Class Sessions Class sessions may be recorded by the instructor for use by students enrolled in this course. Recordings that contain personally identifiable information or other information subject to FERPA shall not be shared with individuals not enrolled in this course unless appropriate consent is obtained from all relevant students. Class recordings are reserved only for the use of students enrolled in the course and only for educational purposes. Course recordings should not be shared outside of the course in any form without express permission.

Technical 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.

-Adobe Reader allows you to view, save, and print Portable Document Format (PDF) files.
<http://get.adobe.com/reader/>

-Java Runtime Environment (JRE) allows you to use interactive tools on the web.
<http://www.java.com/en/download/>

-Adobe Flash Player allows you to view content created with Flash such as interactive web applications and animations. <http://get.adobe.com/flashplayer/>

-QuickTime allows users to play back audio and video files.
<http://www.apple.com/quicktime/download/>

-Windows Media Player allows you to view, listen and download streaming video and audio.
<http://windows.microsoft.com/en-US/windows/products/windows-media-player>

Netiquette Guide: "Netiquette" is network etiquette, 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.

<http://www.learnthenet.com/learn-about/netiquette/index.php>Links to an external site.