

THE UNIVERSITY OF TEXAS AT TYLER

Soules College of Business

Spring 2022

COURSE NUMBER: MANA 4385

COURSE TITLE: Strategic Leadership

INSTRUCTOR: Amy Clem, MBA, SHRM-CP, ACUE

CONTACT INFORMATION:

EMAIL: aclem@uttyler.edu

CELL PHONE: 903-312-1003

OFFICE HOURS: Available by email and/or phone

Email is checked on a regular basis Mon-Fri and I typically respond within 12 hours or less. However, there may be times where it could take me up to 24 hours to respond, especially on weekends. I will inform you if I will be unable to respond due to travel, illness, etc.

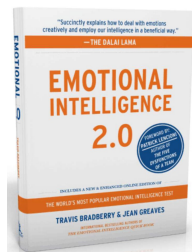
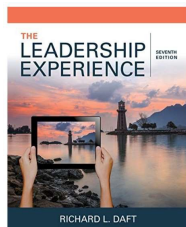
** I am providing my cell phone number for emergencies only. For all other issues, please email me at the provided email address. Be sure to use your full name in the email and state the course and section you are in (e.g. MANA 3320.460).

CAMPUS SCHEDULE: Available by email and phone

2 Books Required! One textbook, and one supplemental book:

TEXT: Daft, Richard L., THE LEADERSHIP EXPERIENCE, Seventh EDITION
Cengage Learning
ISBN: 978-1-337-10227-8

Bradberry, Travis & Greaves, Jean, Emotional Intelligence 2.0
https://www.amazon.com/Emotional-Intelligence-2-0-TravisBradberry/dp/0974320625/ref=sr_1_1?ie=UTF8&qid=1547135858&sr=8-1&keywords=travis+bradberry+-+emotional+intelligence+2.0



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 the student toward 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. In the learning process the course examines various roles and best practices for leaders. These roles include the personal role of leader as well as those of strategist, moral and ethical role model, ethical problem solver and change agent. A wide variety of topics and material will be critically analyzed. Topics may include top management team dynamics, team building and leading, and transformational change processes. The pedagogies for the course will include personal and team study, assessment for personal insights, team projects, cases, article reviews, role plays, experiential exercises, guest speakers, audio and video resources.

Prerequisite: A strong desire to engage and learn about “leaders” in place as well as “emerging” leaders such as the student 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 effectively lead a team based project to completion
- To observe, interview, analyze , report upon and learn from practicing leaders
- To critically analyze personal assessment information and constructive feedback
- To develop ,implement and appropriately adjust/maintain a personal leadership dev. plan

3. Outcomes for Students to Successfully Complete:

- 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.

- To provide students with an outstanding opportunity to design, articulate, and report their evidence based leader philosophy and development plan
- To provide students with a thorough grounding in leadership theory and practice development through periodic academic assessments and analysis
- To provide students with leadership knowledge, skills, and experience through case studies and experiential exercises

Class Meeting: F2F

Teaching Method: Class related lectures, assignments and information

COURSE SCHEDULE: Below is the schedule of topics to be covered. This syllabus provides a **general** plan/schedule for this course. Based on the discretion of the instructor, deviations from the course schedule may be necessary. You will be given sufficient notice before any changes are made to the syllabus.

ACADEMIC CALENDAR: <https://www.uttyler.edu/schedule/files/academic-calendar-2021-2022-revised-july-2021.pdf>

Date	Item
<u>Week 1</u>	
Monday, 1/10/22	WELCOME! Review syllabus and outline course expectations. Get to know your professor!
Wednesday, 1/12/22	In class conversations
Friday, 1/14/22	In class conversations (*Bring three items to class on 01/22/20 that to you portray characteristics of yourself from a leadership perspective.)
<u>Week 2</u>	
CHAPTER 1	
Monday, 1/17/22	MLK Holiday – NO CLASS
Wednesday, 1/19/22	Discussion: What is Leadership?

Friday, 1/21/22	Chapter 1 discussions (*Notes due at end of class)
Sunday, 1/23/22	DUE: Chapter 1 Assessments (submit online)
Week 3	CHAPTER 2
Monday, 1/24/22	Chapter 2 discussions (*Notes due at end of class)
Wednesday, 1/26/22	Discussion: Chapter 2 review “What is your value”? “What do you bring to the table?” “What makes you uncomfortable”?
Friday, 01/28/22	Class Activity #1! Lead By Example
Sunday, 1/30/22	DUE: Leadership Challenge #1 – Part 1: What is your value? List of three challenges to overcome. DUE: Chapter 2 Assessments (submit online)
Week 4	CHAPTER 3
Monday, 1/31/22	Guest Speaker: Brian Brandt, “Blinds Spots & Leadership Self-Awareness”
Wednesday, 2/02/22	Discussion: Chapter 3 review, “Leadership Theories”
Friday, 2/04/22	Class Activity #2! Theories of Leadership
Sunday, 2/06/22	DUE: Chapter 3 Assessments (submit online) DUE: Guest Speaker Notes (Brian Brandt)
Week 5	CHAPTER 4
Monday, 2/07/22	Chapter 4 discussions (*Notes due at the end of class)

Wednesday, 2/9/22	Discussion: Chapter 4 review
Friday, 2/11/22	Group Exercise #1
Sunday, 2/13/22	DUE: Leadership Challenge #1 – Part 2 Challenges DUE: Chapter 4 Assessments (submit online)
<u>Week 6</u>	CHAPTER 5
Monday, 2/14/22	Chapter 5 discussions (*Notes due at end of class)
Wednesday, 2/16/22	Discussion: Chapter 5 review Emotional Intelligence 2.0
Friday, 2/18/22	Introduction: Leadership Challenge #2 – Emotional Intelligence Assignment Group Exercise #2
Sunday, 2/20/22	DUE: Chapter 5 Assessments (submit online)
<u>Week 7</u>	CHAPTER 6
Monday, 2/21/22	Chapter 6 discussions (*Notes due at end of class)
Wednesday, 2/23/22	Chapter 6 – Mindset discussion
Friday, 2/25/22	Class Activity #3 – Courage & Comfort Zone
Sunday, 2/27/22	DUE: Chapter 6 Assessments (submit online) DUE: Leadership Challenge #2 – Emotional Intelligence
<u>Week 8</u>	CHAPTER 7

Monday, 2/28/22	Chapter 7 discussions (*Notes due at end of class)
Wednesday, 3/02/22	Guest Speaker: Beth Maddox, "The Importance of Personal & Professional Development"
Friday, 3/04/22	Discussion: Chapter 7 review Introduction: Leadership Challenge #3 - Service
Sunday, 3/6/22	DUE: Chapter 7 Assessments (submit online) DUE: Guest Speaker Notes (Beth Maddox)
Monday, 3/07/22 – Friday, 3/11/22	SPRING BREAK!
<u>Week 9</u>	CHAPTER 8
Monday, 3/14/22	Chapter 8 discussions (*Notes due at end of class)
Wednesday, 3/16/22	Discussion: Chapter 8 review Group Exercise #3
Friday, 3/18/22	In-class activity #4 - Giving Feedback
Sunday, 3/20/22	DUE: Chapter 8 Assessments (submit online)
<u>Week 10</u>	CHAPTER 9
Monday, 3/21/22	Guest Speaker: Ikey Eason, "Perception vs. Reality"

Wednesday, 3/23/22	Chapter 9 class discussion (Notes due at the end of class)
Friday, 3/25/22	Class Activity #5 – “The Power of Asking Questions & Active Listening!”
Sunday, 3/27/22	DUE: Chapter 9 Assessments (submit online) DUE: Leadership Challenge #3 – “Servant Leadership” DUE: Guest Speaker Notes (Ikey Eason)
<u>Week 11</u>	CHAPTER 10 & 11
Monday, 3/28/22	Chapter 10 & 11 discussions (*Notes due at end of class)
Wednesday, 3/30/22	In-class activity #6 - “Business Investment” Part 1
Friday, 4/01/22	In-class activity #6 - “Business Investment” Part 2
Sunday, 4/03/22	DUE: Team Business Investment Overview DUE: Chapter 10 & 11 Assessments (submit online)
<u>Week 12</u>	CHAPTER 12
Monday, 4/04/22	Chapter 13 & 14 discussions (*Notes due at end of class)
Wednesday, 4/06/22	Class Discussion: “How to influence & impact others” – 5 traits to look for in a leader.
Friday, 4/08/22	In-class activity #7 - “What’s your vision?”

Sunday, 4/10/22	DUE: Chapter 13 & 14 Assessments (submit online)
<u>Week 13</u>	CHAPTER 12
Monday, 4/11/22	Chapter 13 & 14 discussions (*Notes due at end of class)
Wednesday, 4/13/22	Guest Speaker: Carrie Anne Jasper Yearty, "Company Culture".
Friday, 4/15/22	Group Exercise #4
Sunday, 4/17/22	DUE: Leadership Challenge #4: Vision Board DUE: Chapter 13 & 14 Assessments (submit online) DUE: Guest Speaker Notes (Carrie Anne Jasper Yearty)
<u>Week 14</u>	
Monday, 4/18/22	Chapter 15 discussions (*Notes due at end of class)
Wednesday, 4/20/22	Chapter 15 Discussion – "Are you resistant to change?"
Friday, 4/22/22	Vision Board Presentations!
Sunday, 4/24/20	DUE: Chapter 15 Assessments (submit online)
<u>Week 15</u>	
Monday, 4/25/22	University Study Day- No class

Tuesday, 4/26/22- Friday, 4/29/22	There will not be a traditional final in this course. Your final Leadership Development Plan document will be due no later than Wednesday, 04/27/22.

Evaluation: Key question – How is a grade earned in this course?

Multiple approaches will be used. See Table Below: *DUE DATES ARE LISTED IN CANVAS

Description	Points Possible (per item)	Points Possible	
“Get to know you” - Classmate Conversations	15	15 total	1. Conversations with classmates!
Chapter Discussions w/classmates (in-class)	10 per discussion	150 total	<ol style="list-style-type: none"> 1. Chapter 1 2. Chapter 2 3. Chapter 3 4. Chapter 4 5. Chapter 5 6. Chapter 6 7. Chapter 7 8. Chapter 8 9. Chapter 9 10. Chapter 10 11. Chapter 11 12. Chapter 12 13. Chapter 13 14. Chapter 14 15. Chapter 15
Personal Assessments – “Leader’s Self-Insight”	10 per assessment (typically 3 assessments per chapter)	150 total	<ol style="list-style-type: none"> 1. PA 1 – Chapter 1 2. PA 2 – Chapter 2 3. PA 3 – Chapter 3 4. PA 4 – Chapter 4 5. PA 5 – Chapter 5 6. PA 6 – Chapter 6 7. PA 7 – Chapter 7 8. PA 8 – Chapter 8 9. PA 9 – Chapter 9 10. PA 10 – Chapter 10 11. PA 11 – Chapter 11 12. PA 12 – Chapter 12 13. PA 13 – Chapter 13

			14. PA 14 – Chapter 14 15. PA 15 – Chapter 15
Leadership Challenges	20 per challenge	80 total	1. Lead. Challenge #1 – Part 1 2. Lead. Challenge #1 – Part 2 3. Leadership Challenge #3 4. Leadership Challenge #4
In-Class Activities	10 per activity	70 total	1. In-class Activity #1 2. In-class Activity #2 3. In-class Activity #3 4. In-class Activity #4 5. In-class Activity #5 6. In-class Activity #6 7. In-class Activity #7
Guest Speaker Overview Notes	10 per overview	40 total	1. Brian Brandt 2. Ikey Eason 3. Beth Maddox 4. Carrie Anne Jasper Yearty
Personal Leadership Development Plan	100 total	100 total	1. Personal Leadership Development Plan (FINAL)
In-Class Group Exercises	10 each	40 total	1. Group Exercise #1 2. Group Exercise #2 3. Group Exercise #3 4. Group Exercise #4
TOTAL Possible		655	

Grading Scale:

645 – 577	A
576 – 513	B
512 – 449	C
448 – 384	D
383 – 000	F

Personal Assessments - Through the text there are Leader’s Self Insight activities. At several points in the course, the student is asked to summarize the personal learning from the assigned assessments (on average, 3 assessments per chapter). These assignments are to identify the assessment, the information

obtained by the student and comment on the utility/application of this information in their development as a leader.

EMAIL COMMUNICATION: To protect the privacy of students the university requires that all email communication with students be conducted through the University Patriot email system. It is the responsibility of the student to regularly check their Patriot email address. If you have any problems accessing your Patriots email contact the IT department by email at itsupport@uttyler.edu, by phone at 903.565.5555 or in person in BUS 101.

ACCEPTANCE OF LATE WORK: Assignments are due prior to the hour (ex. due by 11:59 PM

Central Standard Time) on the date specified. Therefore, work will be considered late if it is received at any point during the hour (ex. received at 12:00 a.m. Central Standard Time). No late work will be accepted. Exceptions can be made at the instructor's discretion.

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>

WITHDRAW DATE: The last day to withdraw from class is **3/28/22**.

POLICIES:

MAKE-UP 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/rightsresponsiblites.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:

- 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.

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

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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STUENDT 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 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.