To access COVID-19 information, please visit the Stay Healthy Lions Webpage.

ORGL 4341 3CW – LEADERSHIP THEORY I

COURSE SYLLABUS: Summer 2022
07/11 – 08/26/22

INSTRUCTOR INFORMATION

Instructor: Dr. Beth Bailey
Office Location: Online
Office Hours: Email or Telephone or Virtual by Appointment
Office Phone: (940) 320-9255
University Email Address: Beth.Bailey@TAMUC.edu
Preferred Communication Form: email
Communication Response Time: 24-48 hours

COURSE INFORMATION

Materials

This course has been designed using Open Educational Resources (OER). All materials are embedded within the course and are accessible via the internet. After taking the pretest, students are encouraged to bookmark, download, or save materials provided via the internet for use during quizzes, assignments, and projects in this class.

ORGANIZATIONAL LEADERSHIP ROGRAM DESCRIPTION

The Bachelor of Applied Arts and Sciences in Organizational Leadership (ORGL) degree is a competency-based program that prepares innovative leaders for employment in an increasingly technological and global society. This program provides opportunities for students to receive credit for what they know and can do already, allows them to accelerate completion of their degree, and — because it is fully online — students are able to plan their study schedule around the rest of their day to complete the coursework.

COURSE DESCRIPTION

This course focuses on the principles and practice of management in an organizational setting. The course is designed to provide students with the knowledge and skills that can be used to analyze organizational processes and address challenges inherent in managing organizations, operations, and projects. Management theory is applied to practical problems in planning, organizing, leading, and controlling workplace situations and business activities. Prerequisites: ORGL 3331 or ORGL 3331 concurrent enrollment and ORGL 3332 or ORGL 3332 concurrent enrollment.

STUDENT LEARNING OUTCOMES

Completion of this course provides the student with the knowledge to:

1. Describe the leadership role at all levels of an organization within fundamental concepts and effective leadership principles.
2. Explain the significance of how historical theories have shaped the practice of leading organizations.

3. Analyze challenges facing modern organizations.
4. Appraise the activities necessary for the planning functions within all levels of an organization.
5. Apply the organizing functions at all levels of an organization.
6. Analyze internal and external environments to determine an organization's condition and select a strategy for improvement.

REGULAR AND SUBSTANTIVE COURSE INTERACTION

As a general guide, students enrolled in a three-semester hour course should spend one hour engaged in instructional activities and two to three hours on out-of-class work per week in a traditional semester. Students are expected to double this effort of engagement given that this course is being delivered in a seven-week term. Educational activities in this course are designed to ensure regular and substantive interaction between students and faculty to ensure that students are able to demonstrate competency.

COURSE REQUIREMENTS

Minimal Technical Skills Needed: Students will need reliable computer and internet access for this course. Students must be able to effectively use myLeo email, myLeo Online D2L, and Microsoft Office.

Instructional Methods: This course is an online course. To be successful in this course, all content and course modules should be read and reviewed. This course contains graded post-tests at the end of each module. All post-tests and culminating project must be completed. Please contact the instructor by email for any assistance.

Email your instructor as soon as you complete an assignment so the instructor can access and grade your work.

Instructor Interactions: Announcements will be sent out regularly to make students aware of upcoming deadlines and other information that you may need. Students may send the instructor an email message through the classroom. Instructors typically respond to emails within 24 hours and grade assignments within 72 hours. The instructor reads through the discussion boards and add to the discussion as is needed to clarify students' learning. The pre-tests contain true/false, multiple-choice, and matching questions that are automatically graded by D2L. Post-tests contain true/false, multiple choice, matching, essay, and short answer questions. Post-tests and project assignments are typically graded within 72 hours. To facilitate faster grading, email your instructor as soon as you complete your pre-test so the instructor can access D2L and grade your work.

Please do not wait until the last minute to ask questions about an assignment. I love answering student questions, and am happy to help you. If you wait until the day or hours before an assignment is due to ask a question, I may not have time to respond or I may be asleep it if is due at 11:59 PM. For this reason, I request that project assignments be submitted by Tuesday evening before the Friday due date so I have time to review and provide feedback and you have time to make changes if needed.

Student Responsibilities or Tips for Success in the Course: To be successful in this course, all content and course modules should be read and reviewed. This course contains graded post-tests at the end of each module. All post-tests and culminating project must be completed. Please contact the instructor by email for any assistance.

ASSESSMENT

Students must achieve 80% or higher for each module post-test and culminating project to demonstrate competency and pass the course.

Module Pre-tests

The purpose of the module pre-tests is to provide a baseline understanding of your knowledge of the competencies of each module. The required pre-test should be taken before you begin studying the module's materials. If you do not make at least 80% on the pre-test, you should read and watch the course content and complete the module assignments to prepare for the module post-test and culminating project assignment(s).

Content	Description	Time	Value	Notes
Pre-tests	This is the initial assessment in each module to provide a baseline understanding of your knowledge of the module content and competencies. The pre-test for each module must be taken before the content for the module is available.	80 minutes	100 points	Required before completing any other work in the module. The grade on the pre-test does not count in the final grade for this course.

Learning Objective Essays

The learning objective essays are brief, short-answer items that you submit for the instructor's review. Your response should synthesize and apply the concepts, theories, processes, etc. that are introduced in the module. As essays are submitted to the instructor, they do not require comments or discussion with other students in the course. Discussions and essays use a rubric to assess essay submissions and are not required and are not included in the calculation of the final grade.

Note: While your personal experience is important, I am assessing your understanding of the course content. I expect that you incorporate information from all assigned readings with appropriate APA citations to submit a fully developed answer. If your discussion is primarily a story from your experiences without integration of the course content, I do not have a way to assess that you know the content.

Learning Objective Quizzes

A brief assessment at the end of each module that is intended to emphasize key concepts, theories, processes, etc., introduced in the Learning Objective Module.

Course Module Post-tests (Required)

The post-tests are an end-of-module comprehensive quiz that assesses your knowledge and understanding of the major concepts and theories in the module. A **score of 80% or higher is required on each post-test** to demonstrate competency.

Content	Description	Time	Value	Notes
Post-tests	Measures your competency of learning outcomes through essays, short answers, and multiple-choice questions.	2 hours	100 points	Required and you must score 80% or higher on each post-test. You have up to three attempts. **DUE: Last day of week 7, Friday by 11:59 PM CST**

If you score less than 80% on the post-test, you have an opportunity to review the material and retake the post-test two additional times. Students who fail the post-test should review feedback from the instructor before

reattempting the post-test. If any post-test score is less than 80% within three attempts, you will receive a grade of F in the course and you will be required to retake the course in the new term.

Culminating Project (Required)

The culminating project assesses your knowledge of and ability to apply these terms and concepts presented in this course. A **score of 80% or higher is required** to demonstrate competency.

Content	Description	Time	Value	Notes
Project	Measures your competency of learning outcomes the completion of a competency-based project.	Varies by student	100 points	**Required** and you must score 80% or higher. You have up to three attempts. DUE DATE if you want to accelerate and have time for **revisions: Wednesday of week 5. Acceleration request must be made by the Friday of week 5 by 5:00** PM CST. **DUE DATE if you want feedback for revisions: End of week 6.** **HARD DUE DATE: Last day of week 7, Friday by 5:00 PM CST**

If you score less than 80% on the project, you have an opportunity to review the material and resubmit the project two additional times. Students who fail the project assignment should review feedback from the instructor before submitting a revision. If none of the three project scores is higher than 80% within three attempts, you will receive a grade of F in the course and you will be required to retake the course in the new term.

GRADING

A score of 80% or higher on the culminating project and all post-tests are required to demonstrate competency and receive credit for the course. The final grade will be calculated by averaging the post-test grades and the project grade. The pre-test and module essays are not included in the calculation of the final grade. Final grades in this course are based on the following scale:

A = 90%-100%

B = 80%-89%

F = 79% or Below

Item	Worth
CLO1 Post-test	100 points
CLO2 Post-test	100 points
CLO3 Post-test	100 points
CLO4 Post-test	100 points
CLO5 Post-test	100 points
CLO6 Post-test	100 points
Culminating Project(s)	100 points
Total	**700 Points**

TECHNOLOGY REQUIREMENTS

LMS

All course sections offered by Texas A&M University-Commerce have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are the technical requirements

Learning Management System (LMS) Requirements:
View the [Learning Management System Requirements Webpage](#).

LMS Browser Support:
Learn more on the [LMS Browser Support Webpage](#).

YouSeeU Virtual Classroom Requirements:
Visit the [Virtual Classroom Requirements Webpage](#).

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903-468-6000 or helpdesk@tamuc.edu.

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

COMMUNICATION AND SUPPORT

If you have any questions or are having difficulties with the course material, please contact your Instructor.

Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found on the [Brightspace Support Webpage.](#)

Interaction with Instructor Statement

This is an online course; therefore, expect most communication to be online as well. Correspondence will always be through university email (your "myLeo" mail) and announcements in myLeo online (D2L). The instructor will make every effort to respond to emails within 24 provided the correspondence follows the requirements listed below. Students are required to check university email daily.

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Syllabus Change Policy

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail online in the Student Guidebook.

Students should also consult the Rules of Netiquette Webpage for more information regarding how to interact with students in an online forum.

TAMUC Attendance

For more information about the attendance policy, please view the Attendance Webpage and the Class Attendance Policy

Academic Integrity

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

Undergraduate Academic Dishonesty Policy
Undergraduate Student Academic Dishonesty Form

Within your writing, any time you summarize, paraphrase, or quote a source, you must use inline citations to reference your source. Look to Purdue's OWL's Quoting, Paraphrasing, and Summarizing page at https://owl.purdue.edu/owl/research_and_citation/using_research/quoting_paraphrasing_and_summarizing/index.html for assistance. Work that is found to be copied or plagiarized will be treated as cheating.

Students with Disabilities-- ADA Statement

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:
Office of Student Disability Resources and Services
Texas A&M University-Commerce
Velma K. Waters Library Rm 162
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148
Email: studentdisabilityservices@tamuc.edu
Website: Office of Student Disability Resources and Services

Counseling Center

The Counseling Center at A&M-Commerce, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit www.tamuc.edu/counsel

Nondiscrimination Notice

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information, or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Campus Concealed Carry Statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer. Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

COURSE OUTLINE / CALENDAR

Week	Learning Objectives	Assignments
Week 1	CLO1: Describe the leadership role at all levels of an organization within fundamental concepts and effective leadership principles. • Define the terms management and leadership. • Explain the major challenges that managers and leaders should address. • Discuss the primary managerial and leadership functions (i.e., planning, organizing, directing, and controlling). • Articulate theories and concepts related to the leadership function at all levels of an organization. • Explain the specific roles involved in managerial and leadership work. • Explore and describe the three dimensions of managerial and leadership jobs (i.e., executive, middle manager, and first-line management).	**Complete** the module pre-test (**required**). **Read** and **watch** the material for the week. **Answer** any discussion questions (recommended). **Complete** the module post-test with a grade of 80% or higher (**required**).
Week 2	CLO2: Explain the significance of how historical theories have shaped the practice of leading organizations. • Explain how the history of leadership thought has influenced practice in contemporary organizations. • Describe how historical research on management and leadership has contributed to the current practice of management. • Describe how leader focus has changed over time.	**Complete** the module pre-test (**required**). **Read** and **watch** the material for the week. **Answer** any discussion questions (recommended). **Complete** the module post-test with a grade of 80% or higher (**required**).
Week 3	CLO3: Analyze challenges facing modern organizations. • Describe why an understanding of basic approaches to ethical decision-making and corporate social responsibility is important. • Compare and contrast the efficiency perspective and social responsibility perspective. • Explain the basic approaches to ethical decision-making. • Explain what globalization is and how it affects firms and countries.	**Complete** the module pre-test (**required**). **Read** and **watch** the material for the week. **Answer** any discussion questions (recommended). **Complete** the module post-test with a grade of 80% or higher (**required**).

Week	Learning Objectives	Assignments
	• Define the term culture and identify four primary cultural dimensions. • Discuss the benefits and challenges of managing across cultures. • Discuss the focus of change, including strategy, structure, systems, technology, culture, and staff. • Describe the most important elements involved in evaluating change outcomes. • Describe three approaches to comprehensive organizational change and compare their similarities and differences.	
Week 4	CLO4: Appraise the planning, organizing, directing, and controlling functions at all levels of an organization. • Define planning and explain its purpose. • Differentiate between strategic, tactical, and operational plans. • Describe the interrelationship between an organization's types of plans and the levels at which they are developed. • Explain the planning process including the relationship to budgeting. • List and explain the five characteristics of effective goals (i.e. SMART goals). • Explain what a competitive advantage is and identify its components. • Describe the strategic management/leadership process. • Describe the five dimensions of the general environment (i.e., Political, Economic, Sociocultural, Technological, Environmental, and Legal). • Describe the five forces in the industry and competitor environments (i.e., Michael Porter's Five Forces Model)	**Complete** the module pre-test (**required**). **Read** and **watch** the material for the week. **Answer** any discussion questions (recommended). **Complete** the module post-test with a grade of 80% or higher (**required**).
Week 5	CLO5: Analyze internal and external environments to determine an organization's condition. • Explain the concepts of organizational structure and organizational design. • Discuss the concepts of differentiation and integration and their role in organizational structure and design. • Describe the concepts of formalization, informalization, centralization, and decentralization, and discuss their interrelationships. • Identify the common structures used by organizations and describe the strengths and weaknesses of each of these structures. • Understand how network structures help firms manage their value chain activities and contribute to achieving a competitive advantage.	**Complete** the module pre-test (**required**). **Read** and **watch** the material for the week. **Answer** any discussion questions (recommended). **Complete** the module post-test with a grade of 80% or higher (**required**).

Week	Learning Objectives	Assignments
	• Describe how environmental factors and the organization's strategy influence organizational structure. • Explain the types of organizational structures important for firms to use when operating in international markets. • Outline the effective method for selecting job candidates. • Highlight the keys to effective orientation for new employees (e.g., socialization and training). • Describe various methods for providing employees feedback on their performance (e.g., 360 Degree Feedback). • Discuss the various compensation and reward systems commonly used by firms. • Discuss why managing diversity is important.	
Week 6	CLO6 Select and recommend a strategy for a step-by-step process that can be improved from what is being done today.	**Read** and **watch** the material for the week. **Begin work** on the culminating project (**required**).
Week 7	Project due.	**Complete** work on the culminating project. **Submit** Project - AWOT Analysis (**required**).