



A&M-COMMERCE

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ORGL 4341.3CW – LEADERSHIP THEORY I

COURSE SYLLABUS: Fall 2022 Term 2

October 31 – December 16, 2022

INSTRUCTOR INFORMATION

| | |
|-------------------------------------|--|
| Instructor: | Kyle Steadham, Ed.D., SPHR, CTDp, PCC |
| Office Location: | Online |
| Office Hours: | Email or Virtual by Appointment |
| University Email Address: | kyle.steadham@tamuc.edu |
| Preferred Communication: | Email |
| Communication Response Time: | 24-48 hours |

COURSE INFORMATION

Materials

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

ORGANIZATIONAL LEADERSHIP PROGRAM 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 leadership 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 leading organizations and operations. Leadership theories are applied to practical problems in planning workplace situations and business activities. Prerequisites: [ORGL 3331](#) or [ORGL 3331](#) concurrent enrollment and [ORGL 3332](#) or [ORGL 3332](#) concurrent enrollment.

COURSE 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 and analyze challenges facing modern organizations.
3. Apply the basics of decision-making while avoiding the barriers to effective decision-making
4. Identify different techniques for leading teams.
5. Analyze internal and external environments to determine an organization's condition.
6. Describe the analysis process to prepare a strategic analysis.

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 a 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. All required assignments must be completed. Please contact the instructor by email for any assistance.

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 if it 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. All assignments and quizzes (both graded and not graded) should be completed. Please contact the instructor by email for any assistance.

ASSESSMENT

The first quiz presented to the student is an acknowledgement of reading the TAMUC's academic conduct policy. Once you complete the pledge, the course modules will display. Students must achieve 80% or higher for the post-tests and culminating project(s) to demonstrate competency and pass this course.

Course Module Pre-test (Required)

The purpose of the module pre-tests is to provide a baseline understanding of your knowledge of the competencies of each module. The required module 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 |
|-----------------|--|------------|------------|--|
| Module Pre-test | 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 assignment. 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. Discussions and essays are not required and are not included in the calculation of the final grade.

Note: While assessing your understanding of the course content, your instructor expects that you incorporate information from all assigned readings with appropriate APA citations and integrate examples demonstrating your knowledge of the topic in a fully developed answer. If your discussion is primarily a story from your experiences without integration of your knowledge of the course content, I do not have a way to assess that you understand the topic.

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 learning of the module outcomes through true/false, matching, essay, short answers, and multiple-choice questions. | 120 minutes | 100 points | Required and you must score 80% or higher. You have up to three attempts to successfully complete each quiz. |

| Content | Description | Time | Value | Notes |
|---------|-------------|------|-------|--|
| | | | | 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 |
|---------------------|--|-------------------|------------|--|
| Culminating Project | Measures your competency of the learning outcomes through the completion of a competency-based project: SWOT analysis. | Varies by student | 100 points | Required and you must score 80% or higher. You have up to three attempts. DUE DATE if you want feedback for revisions: End of week 5. HARD DUE DATE: Last day of week 6, Friday by 11:59 PM CST |

If you score less than 80% on either project assignment, you have an opportunity to review the material and resubmit the project two additional times. Students who fail the project assignments first submission should review feedback from the instructor before submitting a revision. Contact the instructor through the Virtual Office discussion area with questions. 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-tests 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 | Due |
|----------------|------------|---|
| CLO1 Post-test | 100 points | Post-tests should be completed with a score of at |
| CLO2 Post-test | 100 points | |

| Item | Worth | Due |
|---------------------|-------------------|--|
| CLO3 Post-test | 100 points | least 80% on each by Friday of week 7 at 5:00 PM CST. |
| CLO4 Post-test | 100 points | |
| CLO5 Post-test | 100 points | |
| CLO6 Post-test | 100 points | |
| CLO7 Post-test | 100 points | |
| Culminating Project | 100 points | The project is due by Friday of week 6 at 11:59 PM CST. |
| Total | 800 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, 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 encouraged to check university email daily.

All emails from students should include:

- Course name and subject in the subject line (ex. CJCB 406 – Post-test)
- Salutation
- Proper email etiquette (no “text” emails – use proper grammar and punctuation)
- Student name

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.

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 | <p>CLO1: Define the terms management and leadership.</p> <p>Articulate theories and concepts related to the leadership function at all levels of an organization.</p> <p>Explore and describe the three dimensions of managerial and leadership jobs (i.e.,</p> | <p>Complete the module pre-test (required).</p> <p>Read and watch the material for the week.</p> <p>Answer any discussion questions (recommended).</p> <p>Complete the module post-test with a grade of 80% or higher (required).</p> |

| Week | Learning Objectives | Assignments |
|--------|--|--|
| | <p>executive, middle manager, and first-line management).</p> <p>Articulate theories and concepts related to the leadership function at all levels of an organization.</p> <p>Discuss the primary skills required to be an effective leader.</p> | |
| Week 2 | <p>CLO2: Explain how the history of leadership thought has influenced practice in contemporary organizations.</p> <p>Describe how historical research on management and leadership has contributed to the current practice of leadership.</p> <p>Describe how leaders' focus has changed over time.</p> <p>Discuss the key challenges facing leaders today.</p> <p>Compare and contrast the efficiency perspective and social responsibility perspective.</p> <p>Explain what globalization is and how it affects firms and countries.</p> <p>Define the term culture and identify four primary cultural dimensions.</p> <p>Discuss the benefits and challenges of managing across cultures.</p> | <p>Complete the module pre-test (required).</p> <p>Read and watch the material for the week.</p> <p>Answer any discussion questions (recommended).</p> <p>Complete the module post-test with a grade of 80% or higher (required).</p> |
| Week 3 | <p>CLO3: Describe decision-making.</p> <p>Explain the basic approaches to ethical decision-making.</p> <p>Describe why an understanding of basic approaches to ethical decision-making is important.</p> <p>Discuss challenges to effective decision-making.</p> | <p>Complete the module pre-test (required).</p> <p>Read and watch the material for the week.</p> <p>Answer any discussion questions (recommended).</p> <p>Complete the module post-test with a grade of 80% or higher (required).</p> |

| Week | Learning Objectives | Assignments |
|--------|--|---|
| Week 4 | <p>CLO4: Describe what a team is and what makes a team effective.</p> <p>Explain how teams develop over time.</p> <p>Identify some key considerations in managing teams.</p> <p>Identify ways team diversity enhances decision-making and problem-solving.</p> | <p>Complete the module pre-test (required).</p> <p>Read and watch the material for the week.</p> <p>Answer any discussion questions (recommended).</p> <p>Complete the module post-test with a grade of 80% or higher (required).</p> |
| Week 5 | <p>CLO5: Describe the five dimensions of the general environment (i.e., political, economic, sociocultural, technological, environmental, and legal).</p> <p>Describe the five forces in the industry and competitor environments (i.e., Michael Porter's Five Forces Model).</p> <p>Explain the role an environmental analysis plays in strategy formulation.</p> <p>Explain what makes up a company's external macro-environment.</p> <p>Describe how to conduct an internal analysis of a firm's resources.</p> | <p>Complete the module pre-test (required).</p> <p>Read and watch the material for the week.</p> <p>Answer any discussion questions (recommended).</p> <p>Complete the module post-test with a grade of 80% or higher (required).</p> |
| Week 6 | <p>CLO6 Explain what a competitive advantage is and identify its components.</p> <p>Explain the different concepts that go into strategic planning.</p> <p>Use a SWOT analysis to describe the organization's conditions to select the best strategy.</p> | <p>Complete the module pre-test (required).</p> <p>Read and watch the material for the week.</p> <p>Complete the module post-test with a grade of 80% or higher (required).</p> <p>Submit the first part of the culminating project (required).</p> |
| Week 7 | Culminating Project | Submit the culminating project with a grade of 80% or higher (required) . |