



# A&M-COMMERCE

## ORGL 435– Leading High-Performance Teams

### COURSE SYLLABUS

<b>Term:</b>	Spring II	2024	
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### INSTRUCTOR INFORMATION

<b>Instructor Name:</b>	G. Tim Miller, M.S.
<b>Office Phone:</b>	903-309-3746
<b>A&amp;M Commerce Email Address:</b>	tim.miller@tamuc.edu
<b>Instructor Notes:</b>	I am here to support you!  Knowing most of you have a full-time job and life outside of school, I can be flexible if you need to meet on the phone or Zoom. With adequate notice, I should be able to connect during the day or the evening- whichever works!

**Office Location:** Online/Remote

**Office Hours:** Email, Telephone, or Virtual by Appointment

**Preferred Form of Communication:** Email

**Communication Response Time:** Same day. See other communication for service level agreement on grading and return of submitted work.

### COURSE INFORMATION

#### Materials

This course has been designed using Open Educational Resources (OER) and/or materials that are available through the [Waters Library](#). All materials are embedded within the course or are accessible via the internet or accessible through the Waters Library resource portal. After taking the pretest, students are encouraged to bookmark, download, or save materials provided via the internet for use with 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 competency course explores the necessary skills, techniques and frameworks leaders need to build and effectively lead a high-performance team.

### **Student Learning Outcomes**

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

- Recognize the dynamics of high-performing teams
- Explain the requirements to recruit and retain high-performance team members
- Demonstrate effective communication strategies used by leaders to motivate high-performing teams and individual high-performers
- Describe the role of the leader around moving the team forward
- Apply strategies to scenarios to eliminate groupthink, facilitate conflict resolution and improve collaboration
- Establish KPIs to assess productivity and identify areas of 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 can 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. All assignments and quizzes (both graded and not graded) must be completed. Please contact the instructor by email for any assistance.

Email your instructor as soon as you complete your pre-test so the instructor can access and grade your work.

**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

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

#### Pre-test

The purpose of the pre-test is to provide a baseline understanding of your knowledge in this competency. Pre-tests are taken once and should be completed upon the first couple of days of a CBE academic term or entry into a course if a student is an accelerator. The pre-test is required before you begin studying course materials. The grade on the pre-test does **not** count in the final grade for this course.

#### Post-test

The end-of-module comprehensive exam assesses student knowledge and understanding of major concepts, theories, processes, etc., in the module. **A score of 80% or higher is required** to demonstrate competency. If you score less than 80% on a post-test, you will 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 the post-test score is less than 80% within three attempts, students will receive a grade of "F" in the course and will be required to retake the course in the new term. **DUE: Last day of week 7, Friday by 11:59 PM CST.**

#### Culminating Project

The project assesses your knowledge of terms and the application of concepts presented in this course. **A score of 80% or higher is required** to demonstrate competency. **DUE DATE if you want feedback for revisions: End of week 6. HARD DUE DATE: Last day of week 7, Friday by 11:59 PM CST.**

If students score less than 80% on the culminating project, they will have an opportunity to review the material and resubmit the project up to two additional times. If the culminating project is less than 80% within three attempts, students will receive a grade of F in the course and will be required to retake the course in the new term.

### GRADING

A score of 80% or higher on the Culminating Project and all Posttests is required to demonstrate competency and receive credit for the course. The following items will be used to calculate the final grade in the course.

Item	Worth	Weight
Module Pretests (Module 1-5)	84 points total	0%
Module 1 Posttest	51 points	14%
Module 2 Posttest	64 points	14%
Module 3 Posttest – Part 1	35 points	7%
Module 3 Posttest – Part 2	18 points	7%

Module 4 Posttest – Part 1	60 points	7%
Module 4 Posttest – Part 2	61 points	7%
Module 5 Posttest	73 points	14%
Culminating Project	70 points	30%
<b>Total</b>	<b>516 points</b>	<b>100% (Posttests are 70% of grade and Culminating Project is 30% of grade)</b>

### Grading Scale

A = 90%-100%

B = 80%-89%

F = 79% or Below

### Acceleration Process

Students enrolled in competency-based education courses in the College of Innovation and Design are permitted to accelerate from one CBE course to another during a seven-week academic term under certain conditions. The request to accelerate from one course to another must be initiated by the student upon successful completion of currently enrolled CBE courses. Students are responsible for maintaining communication with faculty and their assigned advisor(s) throughout the acceleration process. Students who fail a course or who drop/withdraw from a CBE course are not eligible for acceleration. Student may only request permission to accelerate in one course at a time. **Request to accelerate is initiated and completed by 5:00 pm CST on the fifth Friday of a seven-week academic term.**

### Process

1. Student successfully completes all required coursework in their CBE courses(s) with a grade of "A" or "B."
2. Student receives emailed verification from the assigned instructor that the course has been satisfactorily completed (Grade of A or B only).
3. Student contacts assigned advisor to provide proof of completion and discuss eligibility for acceleration into another course.

### 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](mailto: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. If you have any questions or are having difficulties with the course material, please contact your instructor. Correspondence will always be through university email (your “myLeo” mail) and announcements in myLeo online (D2L). **You will not RECEIVE email through D2L, so be sure to check you TAMUC email for communication.** 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. EDCB 517 – Posttest)**
- **Salutation**
- **Proper email etiquette (no “text” emails – use proper grammar and punctuation)**
- **Student name and CWID after the body of the email**

## 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 their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

[Undergraduate Student Academic Dishonesty Form](#)

[Graduate Student Academic Dishonesty Form](#)

### **CID Policy on Academic Integrity**

Academic dishonesty includes cheating, complicity in cheating, **multiple submissions (or substantial portions) of the same work for credit without authorization**, submitting another's work, plagiarism, submitting algorithmically (AI) plagiarized work, and other acts that may reasonably be called academic dishonesty.

- Students who commit academic dishonesty will receive a grade of 0 for the assignment in the course and be issued a Written Warning that is reported to the CID Assistant Dean's office and listed in a database.
- If the student does NOT have a previous Written Warning for academic dishonesty reported in CID courses and has additional attempts available for the assignment, the student may resubmit the assignment (this applies to CBE courses only).
- If the student has a Written Warning of academic dishonesty reported in CID courses, the student may NOT resubmit the assignment, and the instructor will follow the procedure detailed in [Policy 13.99.99.R0.03](#) for Undergraduate Academic Dishonesty and report the incident to the Provost Office.

### **Use of Artificial Intelligence**

Texas A&M University-Commerce acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources

### **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](mailto:studentdisabilityservices@tamuc.edu)  
Website: [Office of Student Disability Resources and Services](#)

**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.

**A&M-Commerce Supports Students’ Mental Health – Counseling Services**

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](http://www.tamuc.edu/counsel)

**COURSE OUTLINE / CALENDAR**

Suggested Schedule

Module	Module Details	Required Activities
1: The Leader and High Performing Teams	<b>Module Overview:</b> This module provides an overview of the dynamics of high-performing teams along with providing content to leaders that work with those teams.	<ul style="list-style-type: none"><li>• <b>Complete Pretest</b> (once completed, the module contents will open)</li><li>• <b>Review Module Contents</b></li></ul>

	<p><b>Competency:</b></p> <ul style="list-style-type: none"> <li>Recognize the dynamics of high-performing teams</li> </ul>	<ul style="list-style-type: none"> <li><b>Complete Posttest</b> – must make 80% or higher to successfully pass the course. Three attempts are allowed.</li> </ul>
2: Recruit and Retain Team Members	<p><b>Module Overview:</b></p> <p>This module provides an overview of the basic conditions required and the dynamics of recruiting members to high performing teams. It will also discuss specific tactics and tips used by leaders of these teams for recruiting.</p> <p><b>Competency:</b></p> <ul style="list-style-type: none"> <li>Explain the requirements to recruit and retain high-performance team members</li> </ul>	<ul style="list-style-type: none"> <li><b>Complete Pretest</b> (once completed, the module contents will open)</li> <li><b>Review</b> Module Contents</li> <li><b>Complete Posttest</b> – must make 80% or higher to successfully pass the course. Three attempts are allowed.</li> </ul>
3: Effective Communication	<p><b>Module Overview:</b></p> <p>This module provides an overview of the techniques needed to motivate high-performing teams through effective team communication and individual performer coaching.</p> <p><b>Competency:</b></p> <ul style="list-style-type: none"> <li>Demonstrate effective communication strategies used by leaders to motivate high-performing teams and individual high-performers.</li> </ul>	<ul style="list-style-type: none"> <li><b>Complete Pretest</b> (once completed, the module contents will open)</li> <li><b>Review</b> Module Contents</li> <li><b>Complete Posttests</b> – must make 80% or higher to successfully pass the course. Three attempts are allowed.</li> </ul> <p><b>Posttests consist of Part 1 and Part 2 – BOTH parts must be completed with 80% or higher to successfully pass the course.</b></p>
4: Leader Strategies for High Performance	<p><b>Module Overview:</b></p> <p>This module provides an overview of the structure for high-performing teams to be successful. It also describes the structure necessary for the team to function well as a unit.</p> <p><b>Competency:</b></p> <ul style="list-style-type: none"> <li>Describe the role of the leader around moving the high-performing team forward</li> </ul>	<ul style="list-style-type: none"> <li><b>Complete Pretest</b> (once completed, the module contents will open)</li> <li><b>Review</b> Module Contents</li> <li><b>Complete Posttest</b> – must make 80% or higher to successfully pass the course. Three attempts are allowed.</li> </ul> <p><b>Posttests consist of Part 1 and Part 2 – BOTH parts must be completed with 80% or higher to successfully pass the course.</b></p>

<p>5: Productivity and Improvement</p>	<p><b>Module Overview:</b> This module provides an overview of the reason KPIs are a critical part of performance management and also gives various KPIs that can be used to manage high-performing teams.</p> <p><b>Competencies:</b></p> <ul style="list-style-type: none"> <li>• Apply strategies to scenarios to eliminate groupthink, facilitate conflict resolution and improve collaboration</li> <li>• Establish KPIs to assess productivity and identify areas of improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Complete Pretest</b> (once completed, the module contents will open)</li> <li>• <b>Review</b> Module Contents</li> <li>• <b>Complete Posttest</b> – must make 80% or higher to successfully pass the course. Three attempts are allowed.</li> </ul>
<p><b>Culminating Project</b></p>	<p><b>Making TechPro Great Again:</b> Review the TechPro Case Study and make a PowerPoint presentation containing the required elements.</p> <p><b>Goal:</b> Reviving a High Performing Customer Service Team</p>	<ul style="list-style-type: none"> <li>• Required</li> <li>• Must score 80% or higher to successfully pass the course</li> <li>• 3 attempts allowed</li> <li>• <b>Hard due date is 11:59PM/CST on Friday of Week 7.</b></li> </ul>

- **All assignments must be submitted by 11:59PM/CST on the Friday of Week 7 of the term.**
- A score of 80% or higher on the Culminating Project and all Posttests is required to demonstrate competency and receive credit for the course.