



## **ALC 3301 – Organizational Leadership Development**

**Instructor:** Dr. Maggie R. Pfeiffer Salem  
Assistant Professor  
Agricultural Leadership, Education, & Communications

**Office Phone:** 903-886-5357

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**Office Info:** AGET 146

### **Office Hours:**

The following office hours are the official times that I will be available for drop-in student consultation. I have an open door policy when possible and will try to assist students any time that I am available. However, occasionally the demands of class preparation, my role at the university, and service prohibit immediate drop-in service. You are welcome to email me to arrange a meeting time.

Monday-Thursday 9:00am to 2:00pm and/or by appointment.

## **COURSE INFORMATION**

**Class Location:** Web-based via D2L

### **Materials – Textbooks, Readings, Supplementary Readings:**

No textbook is required for this course. The instructor will provide supplementary readings and materials throughout the course.

Additional material will come from a variety of sources including scientific and professional journals, publications from governmental agencies, information from agricultural organizations, and guest presenters.

**Course Description:** This course is designed for students who are interested in positions of leadership and who want to learn more about creating, organizing, and direction of effective groups and teams. Exploration of strategies and techniques for successful teams including conflict management, facilitation, negotiation, skill building, and experiential activities in agriculture. Topics of discussion include: components of a group and team, relationships of group and team members, effectiveness of groups and teams, and communication

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within groups and teams. Focus on major theories and impact of effective leadership in organizations in both theory and practice will also be explored. Students will develop skills in decision-making, management, and ethical leadership related to agricultural organizations.

### Student Learning Outcomes:

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

1. Define organizational leadership.
2. Demonstrate effective problem solving and decision-making.
3. Demonstrate effective and appropriate organizational communication.
4. Identify future innovations and opportunities.
5. Practice critical thinking by evaluating, analyzing, and integrating information from a variety of sources.
6. Practice effective written and oral communication skills.
7. Formulate a plan for lifelong learning comprised of personal goals for continued professional growth.

### Course Assignments and Grading:

<b>Class Discussion/Participation</b>		<b>10 @ 10 Points Each=100 points</b>
<b>Article Summaries*</b>	Organizations and Systemic Distortion of Information  Organized Complexity in Human Affairs  Good Communication that Blocks Learning  The Dark Side of Organizations and a Method to Reveal It  Organizational Intelligence	<b>(5 @ 100 points each)=500 points</b>
<b>Final Exam</b>		<b>200 points</b>
		<b>Points Earned/800=Your Grade (don't panic...move the decimal)</b>  <b>A=90-100%</b> <b>B=80-89%</b> <b>C=70-79%</b> <b>D=60-69%</b> <b>F=59% and below</b>

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### **\*Written Assignments**

The Research Brief, presentation, and Persuasive One-page essays should be written in a format aligned with the *American Psychological Association (APA) Manual for Publication*, 7<sup>th</sup> edition. Exemptions to APA formatting will be specified when appropriate. A tutorial on scientific writing, including the use of APA format is available from the Online Writing Lab at Purdue University (<http://owl.english.purdue.edu/>). Personal face-to-face assistance with editing and format suggestions is available from the A&M Commerce on-campus Writing Center. APA will be used for punctuation, writing style, headings, and citations.

**There will be no extra credit work available. No late assignments will be accepted.**

<b>Week</b>	<b>Topic</b>	<b>Readings/Resources</b>	<b>Activities &amp; Assignments</b>
Week 1	Module 1 Syllabus and Class Expectations	<b>Course Resources</b>	Discussion
Week 2	Module 2 What is Organizational Leadership?	<b>Course Resources</b>	Discussion
Week 3	Module 3 Organizational Intelligence	<b>Yip and Phillips</b>	Discussion Article Summary
Week 4	Module 4 Being in Communities	<b>Komives Chapter 7</b>	Discussion
Week 5	Module 5 Interacting in Teams and Groups	<b>Komives Chapter 8</b>	Discussion
Week 6	Module 6 Good Communication that Blocks Learning	<b>Argyris</b>	Discussion Article Summary
Week 7 and 8	Module 7 Organized Complexity in Human Affairs	<b>Bella</b>	Discussion Article Summary
Week 9 and 10	Module 8 Organizations and Systemic Distortion of Information	<b>Bella</b>	Discussion Article Summary
Week 11	Module 9	<b>Komives Chapter 9</b>	Discussion

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	Understanding and Renewing Complex Organizations		
Week 12 and 13	Module 10 The Dark Side of Organizations and a Method to Reveal It	<b>Bella, King, and Kailin</b>	Discussion Article Summary
Week 14	Module 11 Personal Leadership Development Reflection	<b>Course Resources</b>	
Week 15	Course Reflection		
Week 16	Module 11 Final Exam	<b>Final Exam</b>	Final Exam

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## Course Policies and Instructor Expectations:

Students are required to meet the expectations listed below:

**Professional Behavior:** It is important that you maintain a professional demeanor at all times, both during live class sessions, online, and via “electronic communication.” East Texas A&M University expects this from you, as do current and future employers. This course will be a good place to practice interacting in a manner appropriate to a professional setting. Participation in class discussion and instructional activities should follow the basic principles of common courtesy and decency. Rude and disruptive behavior, as well as cheating, in any form, will not be tolerated. The use of tobacco products in the classroom, laboratory, Zoom (or other virtual meeting platforms) meetings, and field trip sites is strictly prohibited. Use of intoxicants before class is strictly prohibited and will result in your immediate removal from class. Inappropriate conduct will not be tolerated. Failure to comply with instructor’s guidelines may result in suspension from class for the remainder of the day’s instruction. Repeat offenses may result in additional consequences.

**Class Attendance Policy:** Attendance is required and roll will be taken each class meeting (for online courses this is accomplished via D2L Discussions). Missing class can affect your grade. Attendance is expected. Three unexcused absences and the student will receive a grade of “F.” Absences will be considered excused if the instructor is 1) notified in advance and is approved PRIOR to class, and 2) the absence is related to a severe illness, participating in a university-sanctioned event, death of an immediate family member, or other absences as approved by the instructor. Students who miss class that is unexcused will NOT be given a makeup grade.

### Assignments:

1. **Submitted assignments must be correctly formatted and free of grammatical and stylistic errors.** Students should have at least some skill with software for word processing, spreadsheets, databases, graphics, presentations, and with web browsers and search engines. Spelling and grammatical errors will detract from your grade!
2. **Assignments must be turned in on time.** Assignments are due on the date or module listed. Start working on each assignment as soon as you possibly can and make sure that you have all the assignments submitted by the specified due dates. You **MUST** turn in all written assignments **ON TIME**. I will not accept late assignments. There will be no extra credit work available.
3. **Assignments must be complete.** You must complete and submit all components at the specified due date and time to receive credit for the assignment. Please do not turn in work that is only “half-finished” as this will reflect a grade respective of what was submitted.
4. **Written assignments must be submitted in a format that is compatible with Microsoft Word,** if submitting electronically.

**E-mail:** Students must routinely check e-mail sent to his or her **East Texas A&M University account**. This is my primary mechanism for communicating outside of class. I check my e-mail several times a day, so this is the best way to reach me. Maggie.Salem@tamuc.edu.

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**Make-up Exams or Late Assignments:** Will only be accepted if you obtain university-approved documentation for your excuse. There are no make-up assignments for poor performance on a previous assignment. No late assignments will be accepted.

**Changes to Schedule:** While I plan to stick to the class schedule, there might be occasions to modify the schedule. In these cases, all changes will be announced in class and e-mail. It is your responsibility to become aware of any such changes.

## TECHNOLOGY REQUIREMENTS

### LMS

All course sections offered by ETAMU have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

LMS Browser Support:

[https://documentation.brightspace.com/EN/brightspace/requirements/all/browser\\_support.htm](https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm)

Zoom Video Conferencing Tool

[https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom\\_Account.aspx?source=universalmenu](https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom_Account.aspx?source=universalmenu)

## 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 ETAMU 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.

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## 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 here:

<https://community.brightspace.com/support/s/contactsupport>

Interaction with Instructor Statement

## COURSE AND UNIVERSITY PROCEDURES/POLICIES

### Course Specific 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.

## UNIVERSITY SPECIFIC PROCEDURES

### 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 in the Student Guidebook.

<https://inside.tamuc.edu/admissions/registrar/documents/studentGuidebook.pdf>.

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: <https://www.britannica.com/topic/netiquette>

### ETAMU Attendance

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedures 13.99.99.R0.01](#)

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

### Academic Integrity

Students at ETAMU 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 13.99.99.R0.03](#)

[Undergraduate Student Academic Dishonesty Form](#)

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<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/documents/13.99.99.R0.03UndergraduateStudentAcademicDishonestyForm.pdf>

## **Graduate Students Academic Integrity Policy and Form**

[Graduate Student Academic Dishonesty Form](#)

<https://inside.tamuc.edu/aboutus/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10.pdf>

### **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**

East Texas A&M University

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: [Student Disability Services](#)

<https://www.tamuc.edu/student-disability-services/>

#### **Nondiscrimination Notice**

East Texas A&M University 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.

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### **CAMPUS CONCEALED CARRY STATEMENT**

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in East Texas A&M University 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 East Texas A&M University 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.

Web url:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all East Texas A&M University campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

### **ETAMU SUPPORTS STUDENTS' MENTAL HEALTH**

The Counseling Center at ETAMU, 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)

### **Mental Health and Well-Being**

The university aims to provide students with essential knowledge and tools to understand and support mental health. As part of our commitment to your well-being, we offer access to Telus Health, a service available 24/7/365 via chat, phone, or webinar. Scan the QR code to download the app and explore the resources available to you for guidance and support whenever you need it.

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<http://telusproduction.com/app/5108.html>

### **AI USE POLICY**

East Texas A&M University 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.

13.99.99.R0.03 Undergraduate Academic Dishonesty

13.99.99.R0.10 Graduate Student Academic Dishonesty

#### **References:**

The following web sites will serve as useful references.

##### **AgHires**

<https://ag hires.com/>

##### **AgCareers**

<https://www.agcareers.com/>

##### **National FFA Organization**

[www.ffa.org](http://www.ffa.org)

##### **Texas FFA**

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[www.texasffa.org](http://www.texasffa.org)

**Vocational Agriculture Teachers Association of Texas**

<http://www.vatat.org>

**National 4-H Headquarters (USDA-CSREES)**

<http://www.national4-hheadquarters.gov/>

**National 4-H Council**

<http://www.fourhcouncil.edu/>

**Texas 4-H Web Page**

<http://texas4-h.tamu.edu/>

**National FCCLA**

<http://www.fcclainc.org/>

**Texas FCCLA**

<http://www.texasfccla.org/>

**Judging Card**

[www.judgingcard.com](http://www.judgingcard.com)

**Educational Excellence for AFNR Teachers**

<http://www.txeducationalexcellence.com/>

**Journal of Extension**

<http://www.joe.org/>

**Journal of Agricultural Education**

<http://jae-online.org/>

**Journal of Southern Agricultural Education Research**

<http://www.isaer.org/>

**Texas Journal of Agriculture and Natural Resources**

[http://www.tarleton.edu/Departments/txjanr/OnLine\\_Jrnl.html](http://www.tarleton.edu/Departments/txjanr/OnLine_Jrnl.html)

**Sciences Education** <http://www.natefacs.org/JFCSE/jfcse.html>

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