



ORGL-3332: Behavior, Ethics & Leadership II COURSE SYLLABUS

INSTRUCTOR INFORMATION

Instructor: Dr. Lee DeBoer
Office Location: Online
Office Hours: By Appointment
University Email Address: Lee.DeBoer@tamuc.edu
Preferred Form of Communication: Email

COURSE INFORMATION

Materials – Textbooks, Readings, Supplementary Readings:

Title: The Art and Science of Leadership
Author: Afsaneh Nahavandi
Publisher: Prentice Hall
ISBN: 13: 978-0-13-354676-7

Competency Cluster Description: This two-term course provides an examination of ethics in the workplace and the role of organizational leaders in fostering ethical behavior. Case studies, discussion, self-assessment exercises and reading assignments explore basic frameworks of ethical dealings and moral leadership. Students will demonstrate a competency in critical thinking skills to both identify and remedy ethical issues typically encountered in organizational settings and interactions.

Student Learning Outcomes: Upon completion of this Module, students will be able to:

1. Recognize individual and organizational behaviors that are characteristic of intrinsic and extrinsic motivation.
2. Identify characteristic behaviors of various leadership styles and describe situations where a particular style may be more appropriate and effective.
3. Describe sources of personal, relational and positional power together with corresponding influence tactics that are employed by leaders to shape individual and group behaviors.
4. Describe personal attributes that build leadership credibility and foster trusting relationships within an organization.

5. Apply knowledge of effective leadership practices to situations that arise with group interactions and performance.

COURSE REQUIREMENTS

Pretest

Purpose of the pretest is to provide a baseline understanding of your knowledge relative to this competency. The pretest is required before you begin studying course materials. Pretest for this course assesses your current knowledge of organizational leadership, including, building blocks of leadership, contemporary theories of leadership, and characteristics and behaviors of leaders in various contexts.

Posttest and Culminating Project

Posttest and Culminating Project for this course assess your culminating knowledge current knowledge of organizational leadership, including, building blocks of leadership, contemporary theories of leadership, and characteristics and behaviors of leaders in various contexts.

A score of 80 percent or higher on both Posttest and Course Project is required to demonstrate competency. Required module questions: There are six module questions that are required to be answered to successfully pass this class. The grades on these are part of the final grade calculations.

- If you score less than 80 percent on the Posttest and/or Course Project, you will have an opportunity to review course materials and re-take the Posttest and/or resubmit the Course Project.
 - You may take the Posttest assessment and submit the Course Project up to three times during the seven-week term.
- If the seven-week term ends prior to you being able to demonstrate competency, you will receive a grade of **"F"** and be required to complete the remaining competencies in the next term.

TECHNOLOGY REQUIREMENTS

Browser support

D2L is committed to performing key application testing when new browser versions are released. New and updated functionality is also tested against the latest version of supported browsers. However, due to the frequency of some browser releases, D2L cannot guarantee that each browser version will perform as expected. If you encounter any issues with any of the browser versions listed in the tables below, contact D2L Support, who will determine the best course of action for resolution. Reported issues are prioritized by supported browsers and then maintenance browsers.

Supported browsers are the latest or most recent browser versions that are tested against new versions of D2L products. Customers can report problems and receive support for issues. For an optimal experience, D2L recommends using supported browsers with D2L products.

Maintenance browsers are older browser versions that are not tested extensively against new versions of D2L products. Customers can still report problems and receive support for critical issues; however, D2L does not guarantee all issues will be addressed. A maintenance browser becomes officially unsupported after one year.

Note the following:

- Ensure that your browser has JavaScript and Cookies enabled.
- For desktop systems, you must have Adobe Flash Player 10.1 or greater.
- The Brightspace Support features are now optimized for production environments when using the Google Chrome browser, Apple Safari browser, Microsoft Edge browser, Microsoft Internet Explorer browser, and Mozilla Firefox browsers.

Desktop Support

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Microsoft® Edge	Latest	N/A
Microsoft® Internet Explorer®	N/A	11
Mozilla® Firefox®	Latest, ESR	N/A
Google® Chrome™	Latest	N/A
Apple® Safari®	Latest	N/A

Tablet and Mobile Support

Device	Operating System	Browser	Supported Browser Version(s)
Android™	Android 4.4+	Chrome	Latest
Apple	iOS®	Safari, Chrome	The current major version of iOS (the latest minor or point release of that major version) and the previous major version of iOS (the latest minor or point release of that major version). For example, as of June 7, 2017, D2L supports iOS 10.3.2 and iOS 9.3.5, but not iOS 10.2.1, 9.0.2, or any other

Device	Operating System	Browser	Supported Browser Version(s)
			version. Chrome: Latest version for the iOS browser.
Windows	Windows 10	Edge, Chrome, Firefox	Latest of all browsers, and Firefox ESR.

- You will need regular access to a computer with a broadband Internet connection. The minimum computer requirements are:
 - 512 MB of RAM, 1 GB or more preferred
 - Broadband connection required courses are heavily video intensive
 - Video display capable of high-color 16-bit display 1024 x 768 or higher resolution
- You must have a:
 - Sound card, which is usually integrated into your desktop or laptop computer
 - Speakers or headphones.
 - *For courses utilizing video-conferencing tools and/or an online proctoring solution, a webcam and microphone are required.
- Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. At a minimum Java 7, update 51, is required to support the learning management system. The most current version of Java can be downloaded at: [JAVA web site](http://www.java.com/en/download/manual.jsp) <http://www.java.com/en/download/manual.jsp>
- Current anti-virus software must be installed and kept up to date.

Running the browser check will ensure your internet browser is supported.

Pop-ups are allowed.

JavaScript is enabled.

Cookies are enabled.

- You will need some additional free software (plug-ins) for enhanced web browsing. Ensure that you download the free versions of the following software:
 - [Adobe Reader](https://get.adobe.com/reader/) <https://get.adobe.com/reader/>
 - [Adobe Flash Player](https://get.adobe.com/flashplayer/) (version 17 or later) <https://get.adobe.com/flashplayer/>
 - [Adobe Shockwave Player](https://get.adobe.com/shockwave/) <https://get.adobe.com/shockwave/>
 - [Apple Quick Time](http://www.apple.com/quicktime/download/) <http://www.apple.com/quicktime/download/>

- At a minimum, you must have Microsoft Office 2013, 2010, 2007 or Open Office. Microsoft Office is the standard office productivity software utilized by faculty, students, and staff. Microsoft Word is the standard word processing software, Microsoft Excel is the standard spreadsheet software, and Microsoft PowerPoint is the standard presentation software. Copying and pasting, along with attaching/uploading documents for assignment submission, will also be required. If you do not have Microsoft Office, you can check with the bookstore to see if they have any student copies.

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

Brightspace Support

Need Help?

Student 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 or click on the **Live Chat** or click on the words “[click here](#)” to submit an issue via email.

System Maintenance

Please note that on the 4th Sunday of each month there will be System Maintenance which means the system will not be available 12 pm-6 am CST.

Interaction with Instructor Statement

Email is the best way to contact the instructor. Course shell also provides a way to share content related questions and help needs through multiple discussion forums. If the instructor cannot be reached during office hours and talking over the phone is helpful, leaving a voice mail or emailing the instructor leaving the best date, time, and phone number to reach will be most effective.

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Course Specific Procedures/Policies

The instructor will make every effort to grade an exam and the final project. If an unusual delay should occur, such as illness or a conference travel, instructor availability and expected timeline/response will be shared as course announcement in the course shell. The course has no extra-credit assignment.

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](#).

<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: [Netiquette](#)

<http://www.albion.com/netiquette/corerules.html>

TAMUC Attendance

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

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

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

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 13.99.99.R0.03](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

[Graduate Student Academic Dishonesty 13.99.99.R0.10](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10GraduateStudentAcademicDishonesty.pdf>

ADA Statement

Students with Disabilities

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

Gee Library- Room 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](#)

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

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.

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 A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

COURSE OUTLINE

Module Topic	Materials to Read and Review	Suggested Assignments
PRETEST	NO REVIEW NEEDED	COMPLETE ON FIRST DAY
LO1. Recognize individual and organizational behaviors that are characteristic of intrinsic and extrinsic motivation. Motivation & Meaning	Eight short articles, found in Dropbox: <ul style="list-style-type: none"> • Commitment Model • Herzberg • McClelland • Vroom • Extrinsic Motivation • Intrinsic Motivation • What People Want • Why Do People Work "What Makes a Leader". Daniel Goleman, HBR, June 1996	Module Question (Required) Assignment Quiz
LO2. Identify characteristic behaviors of various leadership styles and describe situations where a particular	Chapters 1, 2, 3 & 4 of The Art and Science of Leadership	Module Question (Required) Assignment Quiz

<p>style may be more appropriate and effective.</p> <p>Leadership definitions, early theories, & individual differences</p>		
<p>LO3. Describe sources of personal, relational and positional power together with corresponding influence tactics that are employed by leaders to shape individual and group behaviors.</p> <p>Power</p>	<p>Chapter 5 of The Art and Science of Leadership</p>	<p>Module Question (Required) Assignment Quiz</p>
<p>LO4 Describe personal attributes that build leadership credibility and foster trusting relationships within an organization.</p> <p>New Models of Leadership</p> <p>Participative Management & Leading Teams</p>	<p>Chapter 6& 7 of The Art and Science of Leadership</p> <p>Chapters 8 of The Art and Science of Leadership</p>	<p>Module Question (Required) Assignment Quiz</p>
<p>LO5 Apply knowledge of effective leadership practices to situations that arise with group interactions and performance.</p> <p>Leading Change</p>	<p>Chapter 9,7, & 10 of The Art and Science of Leadership</p>	<p>Module Question (Required) Assignment Quiz</p>

POSTTEST	REVIEW ALL NECESSARY MODULES	COMPLETE BY END OF THE FINAL DAY
CULMINATING PROJECT	CASE STUDY	COMPLETED END OF THE FINAL DAY REQUIRED ASSIGNMENT: Complete the case assigned. Place into ePortfolio upon successful completion, as directed by instructor.