

BA 3345-0E1, Wednesdays, 4:00-6:45pm **Managing and Leading**
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Fall 2011
University of Texas at Dallas
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Richardson, Texas, 75083
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Required text: no required text

You will need two (2) scantron forms # 882-E available in the bookstore.

Course Description

This course will deal with theories and techniques of leadership and management. The main focus of this course is on the relationship between individual action and group settings; emphasizing student development of an effective managerial philosophy. Students are expected to improve their skills to manage diverse situations both within and outside the organization.

Desired Learning Outcomes

Development of knowledge regarding fundamental management concepts
Development of the ability to identify and utilize the functions of management: such as planning, organizing, leading, controlling and decision making
Recognition of the critical competencies required of effective managers
Development of critical thinking skills when presented with managerial problems
Acquisition of an informed understanding of modern management practice through a review of current literature

Final Grade Calculation will be as follows (percent of total points):

97 and above	A+		
93 – 96.99	A		
90 – 92.99	A-	Grade evaluation mix	
87 – 89.99	B+		
83 – 86.99	B		
80 – 82.99	B-	Test 1	30%
77 – 79.99	C+	Test 2	30%
73 – 76.99	C	Book outline/presentation	24%
70 – 72.99	C-	attendance (10 random days, 1% each day)	10%
67 – 69.99	D+	papers	6%
63 – 66.99	D		
60 – 62.99	D-		
anything below 60%, is a grade of F			

If you wish to do well in this class:

- attend class regularly, this should be taken for granted
- take good notes (I don't supply copies if you are not here)
- do well on exams
- arrive on time, don't suggest a time to leave
- try to not get up in the middle of a lecture and walk out, be courteous to everyone
- do your own work, no side conversations, turn off all electronics
- never drop a class without first consulting the instructor, even if you can't stand them (me)
- On scantron graded exams, the machine will count any answer wrong if it perceives that two or more answers were given. Therefore, completely erase answers that you change.
- It is important that you attend class regularly. You are responsible for all material presented by everyone in class. You will not do well in the class if your attendance is poor. I encourage everyone to

exchange contact information with at least two other classmates so that you are able to obtain lecture notes and other course information should you miss a class. It is your responsibility to stay current with the class. I will not bring hand out materials to subsequent class sessions; you will need to make copies on your own if necessary.

We will respect all opinions and cultures in class. Students will be expected to be open minded and willing to learn and experience. By the same token, this class will not be a forum for any student to personally attempt to advance any cultural, religious, or political viewpoint beyond the scope of the material considered pertinent to the course.

Policy on Cheating:

I expect all students to be above reproach in all scholastic activities. Students who engage in scholastic dishonesty are subject to the strictest disciplinary penalties that I can persuade the University to enforce, including the possibility of failure in the course and dismissal from the University. Can I catch everyone? Probably not- but I will try. "Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts." (Regents' Rules and Regulations, Part One, Chapter VI, Section 3, Subsection 3.2, Subdivision 3.22). You may be asked to verify your identification during examinations. Failure to do so will result in a grade of zero for the examination. It is required that you bring a picture ID to class to verify your identification.

Course Schedule

<u>Class Day</u>	<u>Topic</u>
8/24/11	housekeeping, knowing yourself, supportive communication
8/31/11	career management, employees with disabilities, international human resources, culture shock
9/7/11	<i>Ideas Are Free</i> , models of change, decision making style, planning paper due
9/14/11	psychological disorders, stress
9/21/11	<i>The Prepared Mind of a Leader</i> , <i>Brain Rules</i> , organizing paper due
9/28/11	<i>Changing Minds</i> , <i>Five Minds for the Future</i>
10/5/11	<i>The New American Workplace</i> , Drucker & 21 st Century Challenges, controlling paper due
10/12/11	intro to leadership, <i>Tasks of Leadership</i> , <i>The One Thing You Need to Know</i>
10/19/11	test #1
10/26/11	review results of test #1, leadership behavior patterns, your presentations
11/2/11	situational factors in leadership, your presentations
11/9/11	leadership development, your presentations
11/16/11	book outline due by noon , leadership skills, equifinality in leadership, your presentations
11/23/11	pre-Thanksgiving Day, test preparation
11/30/11	wrap up and test #2

I reserve the right to alter any portion of this syllabus according to my best judgment.

Written Assignments and Presentations

Short Papers

You will complete three short papers. The topics are presented below.

Basics:

- Each paper will be **at least** one full page in length
- double spaced, 12 point *Times New Roman* or *Arial* font, standard margins; in black ink; no cover pages or folders
- name, date, and topic in a heading at the top of the page
- each paper will be **due in class on the date indicated**
- each mini-paper is worth 2% of the grade evaluation mix for a total of 6%
- **late papers will be worth a maximum of only one percent of the grade evaluation mix**

- Due 9/7/11** For the workplace, what is planning? What are the steps involved in planning?
Due 9/21/11 For the workplace, what is organizing? What are the steps involved in organizing?
Due 10/5/11 For the workplace, what is controlling? What are the steps involved in controlling

Book Outline

For BA 3345, a book report in sentence outline form will contribute 24% of the cumulative course grade. The book outline is a serious and important part of the overall class effort, meant to evidence to the instructor the student's working knowledge of the topic presented. The most important aspect of the assignment is how the book reflects major ideas of the course. The finished book report in sentence outline form needs to contain a major heading for each chapter in the book with sufficient sub-headings so that anyone who reviews the outlines will be able to absorb a majority of the material from the book. In other words, give me details, not fluff. Sample assignments are posted on *eLearning*. There is a high expectation of quality inherent within this assignment.

Oral presentations

As part of the book outline requirement, everyone will need to be **prepared** to present a brief (5-10 minute) oral overview of their book on any date listed in the calendar as reserved for presentations. Names will be drawn each day of presentations to decide who will present. But if your name is called and you are not prepared, your eventual grade on the assignment will be lowered an amount equal to 5% of the cumulative course grade.

Written assignment submission and deadline

The written book outline will be due to the instructor by e-mail in a Word document before noon on 11/16/2011. Please note that this is after most of the oral presentations- you need to get that book read quickly. Late submissions will result in a lowering of the book outline grade by an amount equal to 5% of the total course grade. I won't accept any book outline submissions after 11/30/2011. This will result in a complete loss of grade for the assignment.

How to choose a book for the assignment

The topic of your chosen book can be anything related to leadership. You may choose any non-fiction book (no juvenile literature) that is less than 10 years old. The field of leadership can be interpreted broadly to allow you as much personal initiative as possible when choosing a book that will interest you. You are ultimately responsible for obtaining an appropriate book. It won't be hard. The requirements will be interpreted broadly as stated above. Avoid the entire fluffy "Winnie the Pooh Book of Leadership" genre.

Everyone will work individually on this assignment.

Important dates to keep in mind (I won't be reminding you- it's your responsibility)

8/31/2011- you will submit during class a typed indication of your book choice to contain the following information:

- Complete title of book
- Name of author(s)
- Date of first publication
- General topic from class it covers
- Your name spelled as it appears in Orion

11/16/2011- completed book outline in a Word document e-mailed to me before noon

10/26/2011, 11/2/2011, 11/9/2011, and 11/16/2011- be prepared on these dates to be randomly chosen to present a brief oral overview of your book

11/30/2011- nothing accepted after this date, complete loss of credit

Evaluation criteria for the sentence outline book report:

"A" indicates excellent work in all or nearly all aspects of the assignment, it exemplifies originality of presentation, depth of thought, an extensive grasp of the topics, and technical superiority.

"B" indicates a competent work with a lapse here or there, the main ideas are generally clear and properly expressed; the presentation is technically solid, the assignment is effective in meeting all criteria but does not rise to sustained

distinction

“C” an adequate work, but not good, tends to be oversimplified, reductionistic, and lack sufficient explanation or exploration, problems may exist with ability to express thoughts in a manner reflective of a senior level class

“D” represents minimal effort by the student—the work is marred by problems with almost all aspects of the assignment, this is not considered a competent performance

“F” a failing mark usually reserved for assignments which are not submitted or that miss the target on virtually every criteria of the project

I reserve the right to add + or – indications to the evaluation criteria above as I think appropriate

Attendance Policy

Class attendance is mandatory and necessary .

Excused absence. Absences for deaths in one’s immediate family, medical problems, formal UTD athletic and scholastic events, religious holidays, and jury duty will be excused if I am advised by e-mail ahead of time. I reserve the right to decide if an absence is excused in all other cases. I do not consider studying for an exam, working on a project, picking up people at the airport, resting because you are tired, or attending a party to be excused absences.

Required email message. For logistical reasons, even if you tell me, phone me, or write me a note concerning an absence, **you must in addition email me.**

No retroactive excuses. After-the-fact retroactive excuses for absences will not be accepted, unless it is a true last minute emergency. You must advise me by email before class. If you could have advised me but did not, the absence is not excused regardless of the reason

College athletics. I honor the University’s request not to penalize individual absences for college athletic events. You still have to advise me by email personally each time that you will be absent. The global notice from the athletic department at the beginning of the semester does not suffice.

Religious obligations. The principles governing religiously motivated absences are similar to those for athletic absences. You have to email me ahead of time for each absence.

Students who try to “beat the system”. A small percentage of students will inevitably try to abuse the attendance system. This happens in at least three ways.

- **Fraudulent sign-ins.** Cases of fraudulent signatures for an absent friend have been detected and the perpetrators identified. It is quite easy to detect changes in a student’s signature. In addition, if the sign-in count differs from the physical count, we will physically call the roll. If you break both wrists and have to sign in with your toes, let me know. I’ll be reasonable.
- **Sign-ins followed by speedy exit.** Some students sit at the back, sign the sheet, and leave. This is as deceptive as having a friend sign in for you.
- **Showing up after class ends.** Be on time for class. Once the sign in roster has circulated, throughout the room- no one else will sign in.

Let me emphasize- because attendance can impact your grade, falsifying attendance records is cheating. Because points are given for attendance, I will consider such fraud as serious as cheating on an exam or turning in a plagiarized paper and will initiate disciplinary action.

Student Conduct & Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD publication, *A to Z Guide*, which is provided to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations, Board of Regents, The University of Texas System, Part 1, Chapter VI, Section 3*, and in Title V, Rules on Student Services and Activities of the university’s *Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391).

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents’ Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one's own work or material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures*.

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee

with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

Incomplete Grade Policy

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of **F**.

Disability Services

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m.

The contact information for the Office of Disability Services is:

The University of Texas at Dallas, SU 22

PO Box 830688

Richardson, Texas 75083-0688

(972) 883-2098 (voice or TTY)

Essentially, the law requires that colleges and universities make those reasonable adjustments necessary to eliminate discrimination on the basis of disability. For example, it may be necessary to remove classroom prohibitions against tape recorders or animals (in the case of dog guides) for students who are blind. Occasionally an assignment requirement may be substituted (for example, a research paper versus an oral presentation for a student who is hearing impaired). Classes enrolled students with mobility impairments may have to be rescheduled in accessible facilities. The college or university may need to provide special services such as registration, note-taking, or mobility assistance.

It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

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