



MGMT 4325: Leadership Theory and Practice

COURSE SYLLABUS

Fall 2017 (16 Week Session), CRN 80283, Section 110 Online

INSTRUCTOR AND CONTACT INFORMATION

Instructor: Dr. Barbara W. Altman

Office: FH 318i

Email: Canvas "Inbox" (preferred communication method)

Voice Mail: 254-501-5481

Office Hours:

Mondays: 3:30 – 5:30 p.m. except 9/4, 9/25, 10/9, & 11/6

Wednesdays: 3:30 – 5:30 p.m. except 8/30, 9/20, 9/27, 11/8, 11/23

And by appointment – phone and online (via Collaborate)

Mode of instruction and course access:

This course is a 100% online course utilizing the A&M-Central Texas Canvas Learning Management System (<https://tamuct.instructure.com>) for class communications, content distribution, and assessments. Students will access all course materials (except textbook), assignments, student-instructor and student-student communication, activities, quizzes, and resource links via the Course web site.

Student-instructor interaction:

I am readily accessible through the Canvas email function in the course web site. I check messages often and will get back to you within 24 hours during the week and within 36 hours on the weekend. There is also a "Course Q&A" Discussion Forum for students to post questions about the class that all students would most likely be interested in. I encourage students to interact with me to ask questions about upcoming assignments, get clarity on course concepts, and/or review your grading status in the course. If you live in the Central Texas area, feel free to come by during on campus office hours (listed above). If you wish to meet in person outside of office hours or via phone or web-conferencing please send me a Canvas message with several options for days/times and I will respond confirming one of your options. *Occasionally, a University meeting or Conference travel will preempt office hours; should this happen, the change will be posted via an Instructor Announcement. The travels days I am already aware of are noted above as exceptions to Monday/Wednesday office hours.*

911 Cellular:

Emergency Warning System for Texas A&M University – Central Texas

911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911 Cellular through their myCT email account. Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information.

COURSE INFORMATION

Course Description: Study leadership theories and issues with practical application of newer leadership models in contemporary organizations. Explore facets of both leadership and followership, along with the impact of the particular organizational setting and situation. Explore situation analysis through active reflection, analysis of case studies, simulations, and popular business press treatment of leadership situations.

Prerequisite(s): BUSI 3301 and MGMT 3301.

Student Learning Outcomes:

At the close of the semester, student should display the following competencies:

1. Ability to explain and apply the "Interactional Framework" of leadership.
2. Clear understanding of the roles the leader, follower, and situation play in the leadership process.
3. Ability to use the action-observation-reflection model to analyze personal skills for leadership and followership.
4. Ability to engage in double-loop learning to analyze leadership situations and frame situations from multiple perspectives.
5. Ability to analyze practical organizational circumstances and the appropriate role and actions of leaders in "real-world" situations.
6. Ability to discuss, with an knowledgeable lens, the circumstances and factors influencing current business leaders' actions as reported in current business press.
7. Competency in analyzing the skills and effectiveness of a current business leader in the news.
 - The assessments and assignments associated with each learning outcome (LO) are noted in the course requirements described on pages 3-4.

Required Textbook and Resources:

R. Hughes, R. Ginnett & G. Curphy. (2014) Leadership: Enhancing the Lessons of Experience, 8th Edition. McGraw-Hill. ISBN#9780077862404
The text must be purchased and received within the first week of class. The 8th edition is REQUIRED.

Students are required to purchase a 15 week subscription to the *Wall Street Journal*. A special student rate has been arranged. Information about purchasing this subscription will be posted on the course web site and the subscription must be purchased by the 2nd week of class.

COURSE REQUIREMENTS

a. Student Profile and Course Agreement: Students should review this Syllabus in depth and be sure they are willing to comply with all assignments, and deadlines in this course. If you have questions, post them to the "Course Q&A" Discussion Forum. The course agreement requires Students to agree to this Syllabi's expectations, and commit that they have the computer set-up and self-discipline needed for a fully online course. This profile/agreement is due the end of the first week of class as a Canvas assignment and is worth 15 grading points.

b. Introductory Discussion Forum: During Week 1 of the semester each student must post to a Discussion Forum introducing themselves to the class and demonstrating knowledge of a Ch. 1 framework. A picture is required to be attached to your Discussion Forum posting. If you are uncomfortable posting a picture to the entire class you may email one privately to Dr. Altman. This discussion forum is worth 15 grading points.

c. WSJ Current Leader Events Discussion Forums (LO's 5 & 6): Business students should be knowledgeable "consumers" of business press articles. Students in this class will be required to purchase a semester long subscription to the *Wall Street Journal* and must find and read articles relevant to the topics being studied in the course. In conjunction with three units, there is an assigned WSJ Discussion Forum. Students will report on a current article as Post 1 and then will be required to also read and respond to at least one colleague's post as a required Post 2. Further instructions about these forums will be provided on the course web site. Dr. Altman will moderate and also contribute to each Forum. Each Forum's postings are worth 25 grading points – 15 points for each first posting and 10 points for second postings. Once during the semester a different discussion forum topic is assigned rather than WSJ (Unit 5); this forum is also worth 25 points.

d. Exams (LO's 1 & 2): There will be two required online exams. Each exam will cover 5 or 6 text chapters and test students' knowledge of the key frameworks and concepts. The test questions will be multiple choice, and true/false. Exams will be available over a 3 day period online. They will be timed and once started, must be completed at that time. The chapter PowerPoint lectures, key terms, and publisher provided self-quizzes are all useful study guides for the Exams. Exam 1 will cover 6 chapters, have 60 questions and be worth 120 points. Exam 2 (not cumulative) will cover 5 chapters, have 50 questions and be worth 100 points.

e. Case Study Assignments (LO's 2 & 5): Each chapter in the assigned text ends with a short case describing a leadership or followership situation. Two of these case studies are assigned during the semester as an individual written exercise. Instructions for case analysis and write-up will be given in conjunction with the first assigned case in Unit 1. These instructions include a Sample Case Write-Up, be sure to read it carefully to understand the depth of analysis required for each case discussion question. Each case is worth 30 grading points.

f. Journal Entries (LO's 3 & 4): Four chapters in the text are devoted to skills building for each part of the Interactional framework of leadership. Students will prepare a Journal entry in conjunction with three of these chapters. These entries will require students to learn and apply the "Action-Observation-Reflection" model, and "double loop learning" presented in Chapter 2 of the text. The ability to engage in reflective thinking and frame leader situations from multiple perspectives is a key learning objective in this class. Detailed instructions for preparing these Journal Entries will be provided Unit 2 of class in conjunction with the first assigned Journal entry. Each Journal entry is worth 30 grading points.

g. Current Business Leader in the News Paper (LO's 6 & 7): As you read the *Wall Street Journal* this semester take note of a business leader you find particularly interesting and who you want to learn more about. Midway through the semester you must identify a first, second and third choice leader to analyze in more depth as your final paper in this class. For this individual you will be doing in-

depth research from other credible business press sources beyond the WSJ, and applying the frameworks learn in the class to their handling of organizational situations and analyzing their effectiveness. Detailed instructions for the paper will be posted on the course web site. Your “choice memo” is worth 10 grading points. The final paper is worth 100 grading points, and is in lieu of a final in the course.

Grading Criteria Rubric and Conversion

Grading rubrics are provided for all course assignments within the Canvas course web site. Students should review these rubrics carefully when preparing assignments.

There are 610 grading points available in this class, assigned as follows:

Student Profile and Course Agreement	15 points
Introductory Discussion Forum	15 points
Exam 1	120 points
Exam 2	100 points
Case Studies (2 @ 30 points each)	60 points
WSJ & Other Discussion Forums (4 @ 25 points each)	100 points
Journal Entries (3@30 points each)	90 points
Leader in the News Project	
“Choices” Memo	10 points
Final Paper	100 points
Total Points Possible	610 Points

Grading Policy: Minimum points required for a specific course grade are noted on the table below. Minimum points required for a specific course grade will NOT be revised for any reason. *Note that there are a total of 610 points available but grading is based on only 600 points; a 10 point bonus has already been built into the grading system and subsequently, NO extra credit will be offered.*

<u>Course Grade</u>	<u>Calculation</u>	<u>Minimum Points Required</u>
A	90% X 600	540
B	80% X 600	480
C	70% X 600	420
D	60% X 600	360
F	50% X 600	359 & below

Late Submissions: Late submissions and exam extensions will not be allowed in this course unless you or a family member in your immediate care experiences a medical emergency. You must communicate this information to Dr. Altman at the soonest available time **PRIOR to or on the day of the deadline**; the request for deadline extension must be accompanied with a doctor or hospital note as back-up.

Posting of Grades

All student grades will be posted in the Canvas Grade Book and students should monitor their grading status through this tool. Grades for Exams will be posted after the availability period has expired. Grades for Cases, Journals and Papers will be posted no later than one week following the due date. Grades for Discussion Forums will be posted within five days of the last due date.

COURSE OUTLINE AND CALENDAR

- *Units in this class last two weeks, they begin on a Tuesday morning and close on Monday night. Note assignments are due both during and at the end of each Unit.*
- *All assignments due at 11:59 p.m. , date in bold.*
- *Grading points available for each assignment are noted in ().*

Unit/Dates	Topics/Readings	Assignments
1. 8/29 – 9/11	<p>UNIT 1: Leadership as a Process and the Interactive LFS Framework</p> <p>Chapter 1: <i>What Do We Mean by Leadership?</i></p> <p>Chapter 2: <i>Leader Development</i></p>	<ul style="list-style-type: none"> • Complete all Start Here list on the course web site, including watching Dr. Altman’s Welcome video • Read & study resource materials for Chapters 1 & 2, including watching narrated PPT presentation for Ch. 1 • Complete Student Profile and Course Agreement and post to Assignment link, due 9/4 (15) • Post to Introduction & Ch. 1 Discussion Forum due 9/4 (15) • Case Study Assignment #1, Ch. 2 Case: <i>Developing Leaders at UPS</i>, due 9/11 (30) • Purchase Wall Street Journal subscription and begin reading

Unit/Dates	Topics/Readings	Assignments
2. 9/12 – 9/25	<p>UNIT 2: Focus on the Leader: Power, Influence, Ethics and Values</p> <p>Chapter 3: <i>Skills for Developing Yourself as a Leader</i></p> <p>Chapter 4: <i>Power and Influence</i></p> <p>Chapter 5: <i>Values, Ethics and Character</i></p>	<ul style="list-style-type: none"> • Read & study resource materials for Chapters 4 & 5 including watching narrated PPT Presentation for Ch. 5 • WSJ Discussion Forum #1, 1st post due 9/18, 2nd post due 9/21 (25) • Read Ch. 3 to understand 1st Journal entry assignment; Journal entry 1 due 9/25 (30)
3. 9/26 – 10/9	<p>UNIT 3: Focus on the Leader: Attributes and Behaviors</p> <p>Ch. 6: <i>Leader Attributes</i></p> <p>Ch. 7: <i>Leadership Behaviors</i></p>	<ul style="list-style-type: none"> • Read and study resources for Ch. 6 & 7 • WSJ Discussion Forum #2, 1st post due 10/2, 2nd post due 10/5 (25) • Exam 1 – Covers Ch. 1, 2, 4-7 Available 10/7; due 10/9 (120)
4. 10/10 – 10/23	<p>UNIT 4: Wrap-up on the Leader</p> <p>Ch. 8: <i>Skills for Building Personal Credibility and Influencing Others</i></p>	<ul style="list-style-type: none"> • 1st, 2nd and 3rd Choice Memo for Leader Project due 10/16 (10) • Read Ch. 8; Journal entry 2 due 10/23 (30)

	Unit/Dates	Topics/Readings	Assignments
5.	10/24 – 11/6	<p>UNIT 5: Followers</p> <p><i>Focus on Followers</i> Introduction</p> <p>Ch. 9: <i>Motivation, Satisfaction and Performance</i></p> <p>Ch. 10: <i>Groups, Teams, and their Leadership</i></p>	<ul style="list-style-type: none"> • Read and study resources materials for Followers Intro, Ch. 9 & Ch. 10 including Dr. Altman’s narrated lecture on Followers • Focus on Followers Discussion forum, 1st post due 10/30, 2nd post due 11/2 (25)
6.	11/7 – 11/20	<p>UNIT 6: Your Followership and Intro to Situation</p> <p>Ch. 11: <i>Skills for Developing Others</i></p> <p>Ch. 12: <i>The Situation</i></p>	<ul style="list-style-type: none"> • Read Ch. 11; Journal entry 3 due 11/13 (30) • Read Ch. 12, Study Resources • Case Study Assignment #2, Ch. 12 Case, <i>Innovation at IKEA due 11/20 (30)</i>
7.	11/21 – 12/4	<p>UNIT 7: Situation Exploration Wrap-up on Follower and Situation</p> <p>Ch. 14: <i>Leadership and Change</i></p> <p>Ch. 16: <i>Skills for Optimizing Leadership as Situations Change</i></p>	<ul style="list-style-type: none"> • WSJ Discussion Forum #3, 1st post due 11/27, 2nd post due 11/30 (25) • Read Ch. 14 and study associated resources • Exam 2 Covers Follower Intro, Ch. 9, 10, 12 & 14 Available 12/2 due 12/4 (100)
8.	12/5 – 12/14 (note short unit)	<p>UNIT 8: Course Wrap-up</p>	<ul style="list-style-type: none"> • Leader Project Paper Due 12/11 (100) <i>Project is in lieu of final</i> • Watch Dr. Altman Course Wrap-Up Video

Import University Dates:

August 30, Add/Drop/Late Registration ends, 16-week and 1st 8-week classes
September 1, Priority Deadline to Submit Graduation Application
September 4, Labor Day, CAMPUS CLOSED
September 13, Last day to drop 16-week classes with no record
September 22, Last day to drop a 1st 8-week class with a Q or withdraw with a W
October 6, Deadline to submit graduation
November 10, Veteran's Day
November 10, Last day to drop with a Q or withdraw with a W (16-week classes)
November 23-24, Thanksgiving, CAMPUS CLOSED
December 15, Last day to withdraw from the University (16-week and 2nd 8-week classes)
December 15, Last day to file for Degree Conferral (Registrar's Office)
December 15, Commencement

TECHNOLOGY REQUIREMENTS AND SUPPORT**Technology Requirements**

This course will use the A&M-Central Texas Instructure Canvas learning management system (LMS). Logon to A&M-Central Texas Canvas

<https://tamuct.instructure.com>

Username: Your MyCT username

(xx123 or everything before the "@" in your MyCT e-mail address)

Password: Your MyCT password

For this course, you will need reliable and frequent access to a computer and to the Internet. If you do not have frequent and reliable access to a computer with Internet connection, consider dropping this course and taking it in a face to face format.

Check browser and computer compatibility for all computers you will be using for this course this semester. This is a CRITICAL step as these settings are important for when you take an exam or submit an assignment.

Canvas "help" and "on demand" videos are available within the LMS. If you are not familiar with and/or need training on specific Canvas tools please use these links. Your ability to function within the Canvas system will facilitate your success in this course.

Technology issues are not an excuse for missing a course requirement or deadline – make sure your computer is configured correctly and address issues well in advance of deadlines. Complying with this requirement is part of your "Course Agreement".

Technology Support

For log-in problems, students should contact Help Desk Central.

24 hours a day, 7 days a week:

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [http://hdc.tamu.edu]

Please let the support technician know you are an A&M-Central Texas student.

For issues with **Canvas**, select "chat with Canvas support," submit a support request to Canvas Tier 1, or call the Canvas support line: 1-844-757-0953, links to all are found inside of Canvas using the "Help" link.

For issues related to course content and requirements, contact Dr. Altman via Canvas messaging or the "Course Q&A" Discussion Forum.

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Drop Policy

If you discover that you need to drop this class, you must complete a [Drop Request Form](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf) [https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the University Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action. *A found incidence of Academic Dishonesty for any assignment, project or exam in this class will result in 0 points. Multiple incidences will result in an F course grade.*

Academic Accommodations

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier free education. The Department of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the University's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Department of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such. For more information please visit our [Access & Inclusion](https://www.tamuct.edu/departments/access-inclusion) webpage <https://www.tamuct.edu/departments/access-inclusion>.

If you require accommodations for this class, please let Dr. Altman know within the first two weeks of class, with the appropriate paperwork. All approved requests will be honored.

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. For more information, please visit <https://www.tamuct.departments/index.php>. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](https://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf), please visit the website <http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>

Tutoring

Tutoring is available to all A&M-Central Texas students, both on-campus and online. On-campus subjects tutored include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111. If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or any other question, contact Academic Support Programs at 254-519-5796, or by emailing Larry Davis at ldavis@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log-in and receive FREE online tutoring and writing support. This tool provides tutoring in over forty subject areas. Access Tutor.com through Canvas.

The University Writing Center

Located in 416 Warrior Hall, the University Writing Center (UWC) at Texas A&M University-Central Texas is a free workspace open to all TAMUCT students from 10am-5pm Monday-Thursday with satellite hours in the University Library on Mondays from 6:00-9:00pm. Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WOnline](https://tamuct.mywconline.com/) [<https://tamuct.mywconline.com/>]. In addition, you can

email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu to schedule an online tutoring session. Tutors are prepared to help writers of all levels and abilities at any stage of the writing process.

While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the University Writing Center is here to help! If you have any questions about the University Writing Center, please do not hesitate to contact Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu.

University Library

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 72,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On-campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available twenty-four hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](https://tamuct.libguides.com/) [https://tamuct.libguides.com/]. The management library guides and associate databases (<https://tamuct.libguides.com/c.php?g=117073>) will be particularly useful in this class for the final paper assignment.

A Note about Sexual Violence at A&M-Central Texas

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted

(or a victim of Domestic/Dating Violence or Stalking) while a student at A&M-Central Texas, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Counseling Services (254-501-5956) located on the second floor of Warrior Hall.

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/departments/compliance/titleix.php) [https://www.tamuct.edu/departments/compliance/titleix.php].

INSTRUCTOR POLICIES

Course Standards

Professional level writing and communication are critical skills in the business world. This standard should be displayed in all assignments for this class. All communications, both to the Professor and student colleagues, should be kept professional, including Discussion Forum postings and messages. For online correspondence, appropriate "netiquette" rules should always be followed (see resources module on course web site for netiquette readings). For written assignments, all work should be proofread, free of grammatical errors, include proper citations and be in accordance with American Psychological Association (APA) standards.

Student responsibilities:

Students must be self-disciplined and a self-starter to be successful in this class. The reading load is substantial, and the assignments are multi-faceted and challenging, given the senior level of the course. Good writing skills are essential as case analyses, journal writing, discussion forums and papers are all required assessments. Please review this Syllabus, the grading points/assignments, and course schedule in detail prior to agreeing to all course requirements via the Student Course Agreement.

Copyright Notice

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

Professor Altman reserves the right to make changes to this Syllabus should circumstances during the semester cause revision. Note the date below of this Syllabus. Should changes be necessary a revised Syllabus will be posted on the Course web site, an announcement posted to that effect, and the new version will have a different date in the footer.