



MGMT4325-130, CRN 80821, Leadership Theory and Practice

Course Syllabus

Fall 2018 (16 Week Session) Online- August 27- December 14, 2018

Texas A&M University-Central Texas

INSTRUCTOR AND CONTACT INFORMATION

Instructor: Fernando Rodriguez-Ramos

Office: Online

Phone: (254) 247-5063

Email: f-rod55@tamuct.edu

Office Hours:

Monday- Friday 5:00- 9:00 PM

Saturday- Sunday 10:00- 6:00 PM

And by appointment – phone and online

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 website.

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. 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.

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, regardless of your location.

COURSE INFORMATION

Course Description:

This course is a study of leadership theories and issues with practical application of newer leadership

models in contemporary organizations.

Course objectives:

Students will explore facets of both leadership and followership, along with the impact of the particular organizational setting and situation. They will 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 (LOs):

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 a 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.

Note: The assessments and assignments associated with each learning outcome (LO) are noted in the course requirements described on pages 2-4.

Required Textbook and Resources: Hughes, R., Ginnett, R., & Curphy, G. (2019) Leadership: Enhancing the Lessons of Experience, 9th Edition. McGraw-Hill. ISBN#978-1-260-16765-8 (loose-leaf edition) or 978-1-259-96326-1 (bound edition).

The text must be purchased and received within the first week of class. The 9th edition is Required.

Business/ management students should be knowledgeable “consumers” of business press articles; therefore, 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 Syllabus’ expectations, and to acknowledge 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 10 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 me. This discussion forum is due on September 2 and it is worth 10 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. I will moderate and 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 (LOs 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 (LOs 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 (LOs 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 these four 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 25 grading points.

g. Current Business Leader in the News Paper (LOs 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 90 grading points and is in lieu of a final in the course.

h. Weekly Discussion Forum (All ELOs): Discussion is an integral part and the life blood of an online

course. Students are required to participate by replying to all threads posted by the Instructor and by replying to at least one classmate on each thread. Each week’s forum is worth 6.25 points for a total of 100 grading points for the entire 16 weeks.

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 700 grading points available in this class, assigned as follows:

Student Profile and Course Agreement	10 points
Introductory Discussion Forum	10 points
Exam 1	120 points
Exam 2	100 points
Case Studies (2 @ 30 points each)	60 points
WSJ Entries& Discussion Forum (4 @ 25 points each)	100 points
Weekly Discussion Forum (16 @ 6.25 points each)	100 points
Journal Entries (4@25 points each)	100 points
Leader in the News Project	
“Choices” Memo	10 points
Final Paper	90 points
Total Points Possible	700 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. NO extra credit will be offered.

<u>Course Grade</u>	<u>Weighted Grade %</u>	<u>Points</u>
A	90- 100%	630- 700
B	80- 89	560- 629
C	70- 79	490- 559
D	60- 69	420-489
F	0- 59	0- 419

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 your Professor 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 Monday morning and close on Sunday 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 ()

Complete Course Calendar

Week	Day	Topics/Readings	Assignments
UNIT 1: Leadership as a Process and the Interactive LFS Framework			
1	08/27-09-02	Review the Syllabus Chapter 1: What Do We Mean by Leadership?	<ul style="list-style-type: none"> • Read the Syllabus • Read & study resource materials for Chapter 1, including the PPT presentation • Complete Student Profile and Course Agreement and post to Assignment link, due 09/02 • Post to Introduction & Week 1 Discussion Forum, due 09/02 • Purchase Wall Street Journal subscription and begin reading
2	09/03-09/09	Chapter 2: Leader Development	<ul style="list-style-type: none"> • Read & study resource materials for Chapter 2, including the PPT presentation • Post to Week 2 Discussion Forum, due 09/05 • Case Study Assignment #1, Ch. 2 Case: Developing Leaders at UPS, due 09/09 (30 Points)
UNIT 2: Focus on the Leader: Skills, Power, and Influence			
3	09/10-09/16	Chapter 3: Skills for Developing Yourself as a Leader	<ul style="list-style-type: none"> • Read & study resource materials for Chapter 3, including the PPT presentation • Post to Week 3 Discussion Forum, due 09/12 • WSJ Discussion Forum #1, 1st post due 09/12
4	09/17-09/23	Chapter 4: Power and Influence	<ul style="list-style-type: none"> • Read & study resource materials for Chapter 4, including the PPT presentation • Post to Week 4 Discussion Forum, due 09/19 • Journal Entry #1, from Chapter 3, due 09/23 (25 Points)
UNIT 3: Focus on the Leader: Values, Ethics, and Attributes			

5	09/24-09/30	Chapter 5: Values, Ethics and Character	<ul style="list-style-type: none"> • Read & study resource materials for Chapter 5, including the PPT presentation • Post to Week 5 Discussion Forum, due 09/26
6	10/01-10/07	Chapter 6: Leader Attributes	<ul style="list-style-type: none"> • Read & study resource materials for Chapter 6, including the PPT presentation • Post to Week 6 Discussion Forum, due 10/03 • WSJ Discussion Forum #2, 1st post due 10/03
UNIT 4: Focus on the Leader: Behaviors, Credibility, and Influence			
7	10/08-10/14	Chapter 7: Leadership Behaviors	<ul style="list-style-type: none"> • Read & study resource materials for Chapter 7, including the PPT presentation • Post to Week 7 Discussion Forum, due 10/10
8	10/15-10/21	Chapter 8: Skills for Building Personal Credibility and Influencing Others	<ul style="list-style-type: none"> • Read & study resource materials for Chapter 8, including the PPT presentation • Post to Week 8 Discussion Forum, due 10/17 • Complete Exam 1: Chapters 1-2, 4-7 on Canvas LMS, due 10/21 (120 Points)
UNIT 5: Focus on the Follower: Motivation, Satisfaction, Performance, and Groups/Teams			
9	10/22-10/28	Chapter 9: Motivation, Performance, and Effectiveness Chapter 10: Satisfaction, Engagement, and Potential	<ul style="list-style-type: none"> • Read & study resource materials for Chapters 9 and 10, including the PPT presentations • Post to Week 9 Discussion Forum, due 10/24 • Choice Memo for “Leader in the News” assignment, due 10/28 (10 Points)
10	10/29-11/04	Chapter 11: Groups, Teams, and Their Leadership	<ul style="list-style-type: none"> • Read & study resource materials for Chapter 11, including the PPT presentation • Post to Week 10 Discussion Forum, due 10/31 • Journal Entry #2, from Chapter 8, due 11/04 (25 Points)
UNIT 6: Focus on the Follower: Developing Others			

11	11/05-11/11	Chapter 12: Skills for Developing Others	<ul style="list-style-type: none"> • Read & study resource materials for Chapter 12, including the PPT presentation • Post to Week 11 Discussion Forum, due 11/07 • WSJ Discussion Forum #3, 1st post due 11/07
UNIT 7: Focus on the Situation: The Situation, Contingency Theories, and Change			
12	11/12-11/18	Chapter 13: The Situation	<ul style="list-style-type: none"> • Read & study resource materials for Chapter 13, including the PPT presentation • Post to Week 12 Discussion Forum, due 04/11 • Journal Entry #3, from Chapter 13, due 11/18 (25 Points)
13	11/19-11/25	Chapter 14: Contingency Theories of Leadership	<ul style="list-style-type: none"> • Read & study resource materials for Chapter 14, including the PPT presentation • Post to Week 13 Discussion Forum, due 11/21 • Case Study/ Assignment #2, from Chapter 13, Case: Innovation at IKEA due 11/25 (30 Points)
14	11/26-12/02	Chapter 15: Leadership and Change	<ul style="list-style-type: none"> • Read & study resource materials for Chapter 15, including the PPT presentation • Post to Week 14 Discussion Forum, due 11/28 • WSJ Discussion Forum #4, 1st post due 11/28
UNIT 8: Focus on the Situation: The Dark Side, and Optimizing Leadership During Change			
15	12/03-12/09	Chapter 16: The Dark Side of Leadership	<ul style="list-style-type: none"> • Read & study resource materials for Chapter 16, including the PPT presentation • Post to Week 15 Discussion Forum, due 12/05 • Complete Exam #2, Chapters 9, 10, 12 and 14, due 12/09 (100 Points)
16	12/10-12/14	Chapter 17: Skills for Optimizing Leadership as Situations Change	<ul style="list-style-type: none"> • Read & study resource materials for Chapter 17, including the PPT presentation • Post to Week 16 Discussion Forum, due 12/12

			<ul style="list-style-type: none"> • Journal Entry #4, from Chapter 17, due 12/14 (25 Points) • “Leader in the News” assignment, due 12/14 (100)
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Important University Dates:

August 2018

August 27, 2018- Add, Drop, and Late Registration Begins for 16- and First 8-Week Classes. \$25 fee assessed for late registrants.

August 27, 2018- Classes Begin for Fall Semester

August 29, 2018- Deadline for Add, Drop, and Late Registration for 16- and First 8-Week Classes

September 2018

September 3, 2018- Labor Day

September 4, 2018- Deadline to Drop First 8-Week Classes with No Record

September 12, 2018- Deadline to drop 16-Week Classes with No Record

October 2018

October 1, 2018- Deadline for Teacher Education and Professional Certification Applications (i.e. Principal, Reading Specialist, etc.)

October 5, 2018- Deadline to Drop First 8-Week Classes with a Quit (Q) or Withdraw (W)

October 5, 2018- Deadline for Graduation Application for Ceremony Participation

October 5, 2018- Student End of Course Survey Opens (First 8-Week Classes)

October 12, 2018- Deadline for Fall Admissions Applications

October 15, 2018- Deadline for Clinical Teaching Applications

October 19, 2018- Classes End for First 8-Week Session

October 19, 2018- Deadline for Tuition and Fee Payments (Second 8-Week Classes)

October 19, 2018- Deadline to Withdraw from University for First 8-Week Classes (WF)

October 22, 2018- Add, Drop, and Late Registration Begins for Second 8-Week Classes. \$25 fee assessed for late registrants

October 22, 2018- Classes Begin for Second 8-Week Session

October 22, 2018- Student End of Course Survey Closes (First 8-Week Classes)

October 23, 2018- Deadline for Faculty Submission of First 8-Week Class Final Grades (due by 3pm)

October 24, 2018- Deadline for Add, Drop, and Late Registration for Second 8-Week Classes

October 29, 2018- Deadline to Drop Second 8-Week Classes with No Record

November 2018

November 1, 2018- Deadline for GRE/GMAT Scores to Office of Graduate Studies

November 9, 2018- Deadline to Drop 16-Week Classes with a Quit (Q) or Withdraw (W)

November 12, 2018- Veterans Day (Observed) - No Class

November 16, 2018- Deadline for Final Committee-Edited Theses with Committee Approval Signatures to Office of Graduate Studies for Fall Semester

November 22, 2018- Thanksgiving

November 23, 2018- Thanksgiving

November 30, 2018- Deadline to Drop Second 8-Week Classes with a Quit (Q) or Withdraw (W)

December 2018

December 1, 2018- Student End of Course Survey Opens (16- and Second 8-Week Classes)

December 14, 2018- Commencement Ceremony Bell County Expo Center 7:00 p.m.

December 14, 2018- Deadline for Applications for \$1,000 Tuition Rebate for Fall Graduation (5pm)
December 14, 2018- Deadline for Fall Degree Conferral Applications to the Registrar's Office. \$20 Late Application Fee.
December 14, 2018- Deadline to Withdraw from University for 16- and Second 8-Week Classes
December 14, 2018- Fall Semester Ends
December 17, 2018- Student End of Course Survey Closes (16- and Second 8-Week Classes)
December 24, 2018- Winter Break

TECHNOLOGY REQUIREMENTS AND SUPPORT

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system. 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".

Canvas Support

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select "Chat with Canvas Support," submit a support request through "Report a Problem," or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, contact your instructor.

Other 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.

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 Academic 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. You are to attend class until the procedure is complete to avoid penalty for absence. 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.

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/student-affairs/access-inclusion.html) webpage [https://www.tamuct.edu/student-affairs/access-inclusion.html].

Important Information for Pregnant and/or Parenting Students.

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related 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. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit the [Student Affairs](https://www.tamuct.edu/student-affairs/index.html) web page [https://www.tamuct.edu/student-affairs/index.html]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](http://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].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender – including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Division of Student Affairs at 254-501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

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 Dr. DeEadra Albert-Green at deeadra.albertgreen@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.

University Writing Center.

Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University–Central Texas (TAMUCT) is a free workspace open to all TAMUCT students from 10:00 a.m.-5:00 p.m. Monday thru Thursday with satellite hours in the University Library Monday thru Thursday from 6:00-9:00 p.m. This semester, the UWC is also offering online only hours from 12:00-3:00 p.m. on Saturdays.

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/) at [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu for any assistance needed with scheduling.

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 UWC is here to help!

If you have any questions about the UWC, 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/].

OPTIONAL POLICY STATEMENTS:

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 TAMUCT, 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 Student Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

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 Rodriguez- Ramos 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.

Copyright. 2018 by Rodriguez- Ramos at Texas A&M University-Central Texas, College of Business Administration; 1001 Leadership Place, Killeen, TX 76549; 254-247-5063; f-rod55@tamuct.edu