



**MGMT4325-130, Leadership Theory and Practice- CRN 80301**

**Course Syllabus**

**Fall 2019 (16 Week Session) Online- August 26- December 13, 2019**

**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](mailto: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:**

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 (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# 978-1-259-96326-1 (Bound edition) and ISBN# 978-1-260-16765-8 (Loose-leaf 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 1 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



Introductory Discussion Forum	10 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 (4@25 points each)	100 points
Leader in the News Project	
“Choices” Memo	10 points
Final Paper	90 points
<b>Total Points Possible</b>	<b>600 Points</b>

**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%	540- 600
B	80- 89	480- 539
C	70- 79	420- 479
D	60- 69	360- 419
F	0- 59	0- 359

**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**

<b>Week</b>	<b>Day</b>	<b>Topics/Readings</b>	<b>Assignments</b>
<b>UNIT 1: Leadership as a Process and the Interactive LFS Framework</b>			
1	08/26-	Review the Syllabus	• Read the Syllabus

	09/01	Chapter 1: What Do We Mean by Leadership?	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 1, including the PPT presentation</li> <li>• Complete Student Profile and Course Agreement and post to Assignment link, due <b>09/01</b></li> <li>• Post to Introduction &amp; Week 1 Discussion Forum, due <b>09/01</b></li> <li>• Purchase Wall Street Journal subscription and begin reading</li> </ul>
2	09/02-09/08	Chapter 2: Leader Development	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 2, including the PPT presentation</li> <li>• Post to Week 2 Discussion Forum, due <b>09/04</b></li> <li>• <b>Case Study Assignment #1</b>, Ch. 2 Case: Developing Leaders at UPS, due <b>09/08</b> (30 Points)</li> </ul>
<b>UNIT 2: Focus on the Leader: Skills, Power, and Influence</b>			
3	09/09-09/15	Chapter 3: Skills for Developing Yourself as a Leader	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 3, including the PPT presentation</li> <li>• Post to Week 3 Discussion Forum, due <b>09/11</b></li> </ul>
4	09/16-09/22	Chapter 4: Power and Influence	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 4, including the PPT presentation</li> <li>• Post to Week 4 Discussion Forum, due <b>09/11</b></li> <li>• <b>Journal Entry #1</b>, from Chapter 3, due <b>09/22</b> (25 Points)</li> </ul>
<b>UNIT 3: Focus on the Leader: Values, Ethics, and Attributes</b>			
5	09/23-09/29	Chapter 5: Values, Ethics and Character	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 5, including the PPT presentation</li> <li>• Post to Week 5 Discussion Forum, due <b>09/25</b></li> <li>• <b>WSJ Discussion Forum #1, 1st post due 09/29</b></li> </ul>
6	09/30-10/06	Chapter 6: Leadership Attributes	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 6, including the PPT presentation</li> <li>• Post to Week 6 Discussion Forum, due <b>10/02</b></li> </ul>
<b>UNIT 4: Focus on the Leader: Behaviors, Credibility, and Influence</b>			

7	10/07-10/13	Chapter 7: Leadership Behavior	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 7, including the PPT presentation</li> <li>• Post to Week 7 Discussion Forum, due <b>10/09</b></li> </ul>
8	10/14-10/20	Chapter 8: Skills for Building Personal Credibility and Influencing Others	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 8, including the PPT presentation</li> <li>• Post to Week 8 Discussion Forum, due <b>10/16</b></li> <li>• <b>Complete Exam 1: Chapters 1-2, 4-7 on Canvas LMS, due 10/20 (120 Points)</b></li> <li>• <b>WSJ Discussion Forum #2, 1st post due 10/16</b></li> </ul>
<b>UNIT 5: Focus on the Follower: Motivation, Satisfaction, Performance, and Groups/Teams</b>			
9	10/21-10/27	Chapter 9: Motivation, Performance, and Effectiveness  Chapter 10: Satisfaction, Engagement, and Potential	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 9, including the PPT presentation</li> <li>• Post to Week 9 Discussion Forum, due <b>10/23</b></li> <li>• <b>Choice Memo for “Leader in the News” assignment, due 10/27 (10 Points)</b></li> </ul>
10	10/28-11/03	Chapter 11: Groups, Teams, and Their Leadership	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 10, including the PPT presentation</li> <li>• Post to Week 10 Discussion Forum, due <b>10/30</b></li> <li>• <b>Journal Entry #2, from Chapter 8, due 11/03 (25 Points)</b></li> </ul>
<b>UNIT 6: Focus on the Follower: Developing Others</b>			
11	11/04-11/10	Chapter 12: Skills for Developing Others	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 11, including the PPT presentation</li> <li>• Post to Week 11 Discussion Forum, due <b>11/06</b></li> </ul>
<b>UNIT 7: Focus on the Situation: The Situation, Contingency Theories, and Change</b>			
12	11/11-11/17	Chapter 13: The Situation	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 12, including the PPT presentation</li> <li>• Post to Week 12 Discussion Forum, due <b>11/13</b></li> <li>• <b>Journal Entry #3, from Chapter 11, due 11/17 (25 Points)</b></li> <li>• <b>WSJ Discussion Forum #3, 1st post due</b></li> </ul>

			<b>11/12</b>
13	11/18-11/24	Chapter 14: Contingency Theories of Leadership	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 13, including the PPT presentation</li> <li>• Post to Week 13 Discussion Forum, due <b>11/20</b></li> <li>• <b>Case Study/ Assignment #2</b>, from Chapter 12, Case: Innovation at IKEA due <b>11/24</b> (30 Points)</li> </ul>
14	11/25-12/01	Chapter 15: Leadership and Change	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 14, including the PPT presentation</li> <li>• Post to Week 14 Discussion Forum, due <b>11/27</b></li> </ul>
<b>UNIT 8: Focus on the Situation: The Dark Side, and Optimizing Leadership During Change</b>			
15	12/02-12/08	Chapter 16: The Dark Side of Leadership	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 15, including the PPT presentation</li> <li>• Post to Week 15 Discussion Forum, due <b>12/04</b></li> <li>• <b>WSJ Discussion Forum #4, 1st post due 12/04</b></li> <li>• <b>Complete Exam #2</b>, Chapters 9, 10, 12 and 14, due <b>12/08</b> (100 Points)</li> </ul>
16	12/09-12/13	Chapter 17: Skills for Optimizing Leadership as Situations Change	<ul style="list-style-type: none"> <li>• Read &amp; study resource materials for Chapter 16, including the PPT presentation</li> <li>• Post to Week 16 Discussion Forum, due <b>12/11</b></li> <li>• <b>Journal Entry #4</b>, from Chapter 16, due <b>12/13</b> (25 Points)</li> <li>• <b>“Leader in the News”</b> assignment, due <b>12/13</b> (100)</li> </ul>

**Important University Dates:**

August 26, Add/Drop/Late Registration begins. \$25 fee assessed for late registrants.

August 28, Add/Drop/Late Registration ends, 16-week and 1st 8-week classes

**September 2, Labor Day, CAMPUS CLOSED**

September 3, Last day to drop 1st 8-week classes with no record

September 11, Last day to drop 16-week classes with no record

September 21, Last day to drop a 1st 8-week class with a Q or withdraw with a W

October 4, Deadline to submit Graduation Application for Ceremony Participation  
October 18, Last day to withdraw from the University (1st 8-week classes WF)  
October 21, Add/Drop/Late Registration begins, 2nd 8-week classes  
October 23, Add/Drop/Late Registration ends, 2nd 8-week classes  
October 28, Last day to drop 2nd 8-week classes with no record  
November 11, Veteran's Day  
November 8, Last day to drop with a Q or withdraw with a W (16-week classes)  
**November 21-22, Thanksgiving, CAMPUS CLOSED**  
November 29, Last day to drop a 2nd 8-week class with a Q or withdraw with a W  
December 13, Last day to withdraw from the University (16-week and 2nd 8-week classes)  
December 13, Last day to file for Degree Conferral (Registrar's Office)  
December 13, Commencement (End of Fall Term)  
December 23-January 1, 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](mailto: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.*



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## 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].

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](#), 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](mailto: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 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 Monday-Thursday 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/) at [<https://tamuct.mywconline.com/>]. In addition, you can email Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto: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](mailto: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/].

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## **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.

Adj. 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.

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Business Administration; 1001 Leadership Place, Killeen, TX 76549; 254-247-5063; [f-rod55@tamuct.edu](mailto:f-rod55@tamuct.edu).