



MGMT 5307: Responsibilities and Ethics of Leadership

COURSE SYLLABUS

Fall 2021 Online, Section 110

Instructor: Dr. Barbara W. Altman
Office: Founders Hall Suite 217
Email: Canvas Messages (preferred communication method)
If Canvas is down: altman@tamuct.edu

Office Hours: By appointment – online (via Altman Zoom room)

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 and Library eReserves.

Student responsibilities:

Students must be self-disciplined and a self-starter to be successful in this class. Be sure you have set aside the time to complete all readings and assignments fully. The reading load is substantial, the topics complex and you will need to carefully think through and support your perspectives on the issues with well documented rationales. 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.

Student-instructor interaction:

I am readily accessible through the Canvas email function, “messages”, on the course web site. I check messages often and will get back to you within 24 hours during the week (usually much sooner!) 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 hearing the response. There is also a “Muddiest Point” Forum for clarification of course concepts. I encourage students to interact with me by asking questions on the Course Q&A Discussion Forum, Muddiest Point Forum, sending me a Canvas message or by setting up an appointment to meet via web-conferencing. If you wish to set up an appointment please send me a Canvas message with several options for days/times and I will respond confirming one of your options.

WARRIOR SHIELD

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

Warrior Shield 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 Warrior Shield through their myCT email account.

Connect to Warrior Shield by [911Cellular](https://www.tamuct.edu/police/911cellular.html) [https://www.tamuct.edu/police/911cellular.html] to change where you receive your alerts or to opt out. By staying enrolled in Warrior Shield, university officials can quickly pass on safety-related information, regardless of your location.

Fall 2021 Return to Campus Plan.

For the most recent campus information regarding COVID-19 see the Texas A&M University-Central Texas [Fall 2021 Return to Campus Plan](https://www.tamuct.edu/covid19/) [https://www.tamuct.edu/covid19/]

COURSE INFORMATION

Course Description: Analyze an organization's social and environmental responsibilities to its employees, customers, and other key stakeholder groups. Emphasis is given to the case study and related methods for evaluating the performance of various organizations. Develop a theoretical framework for understanding ethics, principles and values of leadership as they affect the organization, the environment, and society. Prerequisite(s): Management leveling

Student Learning Outcomes:

1. Define key ethical and moral reasoning frameworks and explain their impact in the business setting.
2. Identify and describe key elements of an effective organizational ethics program.
3. Evaluate your own approach to ethics and values, and the implications for your career.
4. Apply the "Giving Voice to Values" framework to organizational scenarios.
5. Analyze and critique real-case situations regarding ethical, social responsibility and sustainability leadership.
6. Explore avenues to remedy social issues using stakeholder coalitions and responsible leadership.
7. Recognize innovative approaches to sustainability challenges.
8. Recognize advanced stages of corporate citizenship performance.
9. Perform an ethical and social audit of an organization and recommend improvements based on findings.

Detailed learning outcomes associated with each module are included on the course web site.

Required Textbook and Readings:

Collins, D. (2018) *Organization Ethics: Best Practices for Designing and Managing Organization*. 2nd edition, Sage. NOTE: The 2nd edition is required!

Students can choose either of the following versions of the text:

eBook only: ISBN 9781506388045

Print version: 9781506388952

The text can be purchased via any outlet students feel most comfortable using. If you order the eBook you will have immediate access. If you order the print book be SURE to receive it by the end of the first week of class at the latest, as readings from the text are required beginning Week 2.

Required supplemental readings will be provided on the Course web site and Library eReserves. Link to eReserves is https://tamuct.libguides.com/er.php?course_id=76986

COURSE REQUIREMENTS

a. Student Profile and Course Agreement

Students must read this Syllabus carefully and document they understand all course requirements by the end of the first week of class. The course agreement certifies students understand this Syllabus, all required course assignments, and the expectations associated with this graduate online class. This completed agreement is worth 10 grading points.

b. Exam: (Learning objectives 1 & 2)

There is one required combined multiple choice, and true/false exam covering the models, terms, and concepts in the text Chapters 1-10, and selected supplemental readings. The Exam will be available over a 3 day period online; for dates see the course calendar. The exam will be timed and once started, must be completed at that time. The PPT presentations, and publisher provided key word definitions and self quizzes for each Chapter demonstrating the key frameworks and sample questions are good study tools for the exams. A Study Guide will be provided to point out the key PPT slides and supplemental reading frameworks to review for the Exam. The Exam will be 140 points. *There will be no make-ups for missed Exams unless there is a documented medical emergency. Upon receipt of a doctor's statement, an equivalent essay exam will be assigned.*

c. Case Analysis Assignments: (Learning objectives 1 & 5)

There are 3 major case analyses assigned through the course of the semester. Students must demonstrate understanding of the text frameworks and strong analysis and writing skills in each case assigned. Each case study assignment is worth 50 grading points.

d. Engagement Exercises: (Learning objectives 1 & 4)

These essay exercises challenge you to engage with and apply ethical frameworks from the supplemental Giving Voice to Values curriculum. Being able to clearly articulate approaches to ethical dilemmas in the workplace and your personal approach to values and ethics are key learnings in this class. Each of the 2 exercises assigned this semester are worth 40 grading points.

e. Discussion Forums: (Learning objectives 1, 2, 3, 5 & 8)

Students will participate in 5 in-depth Discussion Forums on a variety of topics related to course content. For each, students must analyze a key topic in the course and post their well thought-out and fully proofread analysis in an initial discussion post (worth 20 points). Following an interim deadline (will be Saturday nights this semester), students must read their colleagues' posts and are required to respond to two students. These second posts are purposeful – your responses should show you have read your colleague's posts carefully and have additional insights to offer them. Response posts are worth 5 points each (10 total on each Forum).

f. Group Ethics Audit Project: (Learning objectives 2 & 9)

A strong framework that weaves throughout the entire Collins text is the “Optimal Ethics System Check-Up Benchmarking Tool”, which can be used to evaluate all the elements of an organization’s ethics programs. Students will work in small groups (3-4 people) throughout the semester using this benchmarking tool to evaluate a major corporation. The Ethics Project Resources folder on the course web site has detailed instructions, and videos about the project by Dr. Altman and the Business librarian, along with sample projects from previous semesters. The class will come up with a possible list of companies to study this semester and groups will be formed via a “choice” process. Students are required to write a “Choices Memo” (20 points) stating their top 4 choices for companies and initial research (2 credible articles) on each, demonstrating their ability to do the research required. Throughout the semester groups will research their company using the Collins “Optimal Ethics System Check-Up” (in text and assignment link) using company materials and library database sources. Several assignments provide “check-ins” (2@20 points each) for each group’s audit research. This research and application of the benchmark set of principles will result in groups writing an 8 – 10 page descriptive and analytical paper outlining their chosen company’s approach to ethics and offering insights on found weaknesses and recommendations for improvement. The final paper is worth 110 grading points. Groups are required to post their Executive Summary to a final Discussion Forum at the end of the semester.

Grading Rubrics

Grading rubrics are provided for all course assignments within the Canvas course web site. Students should always consult the grading rubric for each assignment prior to submitting, so that you fully understand the expectations and grading criteria.

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

| | |
|--|-------------------|
| Student Agreement/Course Profile | 10 |
| Exam 1 (over Ch. 1-10 and supplemental readings) | 140 |
| Discussion Forums (5@30 points) | 150 |
| Engagement Exercises (2@40 points) | 80 |
| Major Case Analyses (3@ 50 points) | 150 |
| Ethics Audit Choices Memo | 20 |
| Ethics Audit Analysis “Check-Ins” (2 @ 20 points each) | 40 |
| Final Ethics Audit Paper | 110 |
| Total: | 700 points |

Grades are assigned as follows:

| <u>Course Grade</u> | <u>Calculation</u> | <u>Minimum Points Required</u> |
|---------------------|--------------------|--------------------------------|
| A | 90% X 700 | 630 |
| B | 80% X 700 | 560 |
| C | 70% X 700 | 490 |
| D | 60% X 700 | 420 |
| F | 50% X | 350 and below |

Grading Policy

Minimum points required for a specific course grade are noted on the above table. *Minimum points required for a specific course grade will NOT be revised for any reason.*

Late Submissions

Late submissions and exam extensions are not 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**; in some circumstances the extension must be accompanied with a doctor or hospital note.

Posting of Grades

All student grades are 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 assignments will be posted by one week after the due date.

COURSE OUTLINE AND CALENDAR

This schedule is provided as your guide to the course; students should post all deadlines to the calendar tool they find most useful. All resources (except text) and detailed assignment instructions are posted to Modules in the Course Web Site. Weekly units begin on Tuesdays and close Monday nights (except the final week of the semester). Due dates are given in this schedule; the associated is 11:59 p.m. Grading assignments are highlighted in bold; points associated with each are shown after in parentheses.

| Module | Dates | Topic Areas/Readings | Assigned Readings\Assessments and Assignments (Items in bold are for grading points, #points shown) |
|--------|-----------------------|---|---|
| 2 | Week 3 9/7 – 9/13 | Business Ethics – History | Read Collins, Chapters 2 Complete Lesson for Chapter 2 Prepare Case 11, “The Pros and Cons of a Living Wage”, pp. 431-440. Answer Discussion Questions in assignment (NOT text), Submit 9/13 (50) |
| | Week 4 9/14 – 9/20 | Optimal Ethics Systems Model and Project Hiring Ethical People | Watch Ms. Shea (Business librarian) Video & review sample projects - Ethics Project Resources folder Submit “Ethics Audit Choices Memo”, due 9/20 (20) (Dr. Altman will post approved companies and teams online 9/21, 2 p.m.) Read Collins, Chapters 3 Complete Lesson for Chapter 3 |
| 3 | Week 5 9/21 – 9/27 | Ethics Audit Project Group Formation Ethical Codes of Conduct | Read Collins, Chapter 4 Complete Chapter 4 Lesson First GROUP Ethics Audit Analysis due 9/27 (Ch. 4 Ethics Codes) (20) |
| | Week 6 9/28 – 10/4 | Ethics Training Ethics Reporting Systems | Read Collins, Chapters 6 & 8 Complete Chapters 6 & 8 Lessons Discussion Forum 3, Ethics Training, Initial post due 10/2 (20), 2nd posts due 10/4 (10) |

| Module | Dates | Topic Areas/Readings | Assigned Readings\Assessments and Assignments (Items in bold are for grading points, #points shown) |
|--------|-------------------------|---|--|
| 4 | Week 7 10/5 – 10/11 | Ethical Decision-Making | Read Collins, Chapter 5 Watch Dr. Altman Ch. 5 Video, Study Supplemental video and practice exercise Prepare Case 9, “The NFL, NCAA”, pp. 416-423. Answer Discussion Questions in assignment (NOT text), due 10/11 (50) |
| | Week 8 10/12 – 10/18 | Respecting Employee Diversity | Read Collins, Ch. 7 Complete Ch. 7 Lesson Group Ethics Audit Analysis #2, Ch. 7, Due 10/18 (20) |
| 5 | Week 9 10/19 – 10/25 | Giving Voice to Values (GVV) | Read Dr. Altman’s Introduction to GVV and supplemental Readings – GVV Folder Complete GVV Engagement Exercise I (40) due 10/25 |
| | Week 10 10/26 – 11/1 | Managers as Ethical Leaders – Role of Performance Assessment Ethically Engaging and Empowering Employees | Read Collins, Chapters 9 and 10 Complete Chapters 9 & 10 Lessons |

| Module | Dates | Topic Areas/Readings | Assigned Readings\Assessments and Assignments (Items in bold are for grading points, #points shown) |
|---------------|---|---|---|
| 6 | Week 11 11/2 – 11/8 | Exam, Chapters 1-10 and supplemental readings | Exam available Online 11/6, 8 a.m., due 11/8, 11:59 p.m. (140) |
| | Week 12 11/9 – 11/15 | Giving Voice to Values - Continued | Additional GVV readings, course web site Prepare GVV Engagement Exercise II (40), due on 11/15 |
| 7 | Week 13 11/16 – 11/22 | Environmental Management and Sustainability | Read Chapter 11, Complete Ch. 11 Lesson Prepare Case 5, “Exxon Mobil and Climate Change”, pp. 387 – 393, Answer Discussion Questions in assignment (NOT text), due 11/22 (50) |
| | Week 14 11/23 – 11/29 | Corporate Social Responsibility (CSR) | Ch. 12, Complete Ch. 12 Lesson Discussion Forum #4, CSR Reports, 1st post due 11/27, second posts due 11/29 |
| 8 | Week 15 11/30 – 12/6 | Group Audit Paper Due | Group Final Ethics Audit Paper due 12/6 (110) |
| | Week 16 (short week) 12/6 – 12/10 | Final Paper Sharing and Course Wrap-up | Discussion Forum #5, Audit Sharing, Groups Post Executive Summary as post 1 due 12/6, response posts due 12/10 (30) Watch Dr. Altman Wrap-Up Video |

Import University Dates:

August 25 – Deadline for add, drop, late registration
September 7 – Deadline to drop 16-week class with no record
October 19 – Deadline for Graduation Application for Fall Ceremony Participation
November 1 – Registration opens for Spring semester
November 5 – Deadline to Drop 16-week class with a Q or W
November 11 – Veterans Day (University closed)
November 25-26 – Thanksgiving (University closed)
December 10 – Fall Semester ends

TECHNOLOGY REQUIREMENTS AND SUPPORT**Technology Requirements**

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

We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.

Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com/>] or access Canvas through the TAMUCT Online link in myCT [<https://tamuct.onecampus.com/>]. You will log in through our Microsoft portal.

Username: Your MyCT email address. Password: Your MyCT password

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. A “Course Q&A” Discussion Forum is provided for course questions. Individual issues use Canvas messages.

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.

Be sure you have the proper technology/computer set-up to participate in this fully online class. Technology issues are not an excuse for missing an assignment. Verifying you have the proper technology configuration is something students must agree to in their course agreement.

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Drop Policy

If you discover that you need to drop this class, you must complete the [Drop Request](#) Dynamic Form through Warrior Web. Faculty cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the Academic Calendar (or see Important Dates on this Syllabus) for which the form must be completed. Once you submit the completed 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. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. All academic misconduct concerns will be referred to the Office of Student Conduct. When in doubt on collaboration, citation, or any issue, please contact Dr. Altman before taking a course of action.

For more [information regarding the Student Conduct process](https://www.tamuct.edu/student-affairs/student-conduct.html), [https://www.tamuct.edu/student-affairs/student-conduct.html].

If you know of potential honor violations by other students, you may [submit a report](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0), [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

The Academic Honor Code is found in the Orientation portion of the Canvas web site for this class. You are required to read it and verify in your Course Agreement that you have done so and agree to follow it. A found incidence of Academic Dishonesty for any assignment, project or exam in this class will result in 0 points and be referred to the Office of Student Conduct for action. 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 Office 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 Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](#) Canvas page (log-in required) [https://tamuct.instructure.com/courses/717]

Any student requesting accommodations in this course must submit their approved paperwork from the Office of Access & Inclusion within the first two weeks of class. Dr. Altman will accept and provide for accommodations as approved.

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 [Student Affairs](https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html) [https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf) 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 Associate Dean in 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, on a remote online basis. Visit the Academic Support Community in Canvas to view schedules and contact information. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Student success coaching is available online upon request. If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, success coaching, or have any other question, contact Academic Support Programs at (254) 501-5836, visit the Office of Student Success at 212F Warrior Hall, or by emailing studentsuccess@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas except writing support. Access Tutor.com through Canvas.

University Writing Center

University Writing Center: Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University-Central Texas (A&M-Central Texas) is a free service open to all A&M-Central Texas students. For the Fall 2021 semester, the hours of operation are from 10:00 a.m.-5:00 p.m. Monday thru Thursday in Warrior Hall 416 (with online tutoring available every hour

as well) with satellite hours available online only Monday thru Thursday from 6:00-9:00 p.m. and Saturday 12:00-3:00 p.m.

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!

Students may arrange a one-to-one session with a trained and experienced writing tutor by making an appointment via WOnline at <https://tamuct.mywconline.com/>. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC, need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor.

Professional, full proofread and grammatically correct writing is a requirement in this class. Should you need assistance, be sure to make use of the Writing Center's resources.

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 400,000 eBooks and 82,000 journals, in addition to the 96,000 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 24 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 virtually through WebEx, Microsoft Teams 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](http://tamuct.libguides.com/index) [http://tamuct.libguides.com/index]. Use of the library databases are a critical component for success in your Ethics Audit Project for this class.

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/compliance/titleix.html) [https://www.tamuct.edu/compliance/titleix.html].

Behavioral Intervention

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete the [referral](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2) online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](https://www.tamuct.edu/student-affairs/bat.html) website for more information [https://www.tamuct.edu/student-affairs/bat.html]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5800.

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.

Copyright. (2021) by Dr. Barbara Altman at Texas A&M University-Central Texas, COBA; 1001 Leadership Place, Killeen, TX 76549; altman@tamuct.edu

Dr. 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.