Course Syllabus
MBA 716-51 Leadership and Sustainable Business
Friday 2pm-4:50pm in Bryan 204
Fall 2019

Faculty: Dr. Mike Beitler (pronounced Bite-ler)
Office: 375 Bryan Building
E-Mail: mabeitle@uncg.edu

NOTE 1: Do not send messages to me through Canvas or to my business email address.

NOTE 2: When emailing me, please put “MBA 716-51” and the subject of your message in the subject line (e.g., MBA 716-51 – Syllabus) or the email will not be opened.

Office Hours: Monday & Thursday afternoons
Other days/times by appointment (please email to arrange)

Class Time/Place: Fridays 2pm – 4:50pm in Bryan 204

Course Materials

Textbook
ISBN: 9781506362311

Supplemental Resources
Dr. Beitler’s Supplemental Materials

Daily Reading of Current Events
Required subscription to the “Wall Street Journal”: http://www.wsjuniversity.com/ ($15 for 15 weeks)
**Electronic Devices**

Electronic devices are not permitted in class without permission from the instructor. All electronic devices (phones, laptops, tablets, etc.) must be out of sight until permission is received from the instructor. Only one warning will be granted; any student violating this policy after a warning will be dropped from the course.

Students are expected to show respect (by paying attention) to whomever is speaking (faculty members, guest speakers, fellow team members, and other teams).

**Political Comments in Class**

Political comments will be tolerated. Our goal as professionals is to add value for our clients/consultants, not to convert clients/consultants or fellow professionals to a particular ideology. Only one warning will be granted; any student violating this policy after a warning will be dropped from the course.

**Academic to Business Writing**

In this course, you must use business-style writing. Business-style writing is different than academic-style writing.

You may initially feel frustrated being asked to write with a style that is opposite of what you’ve been taught in the academic world. That is understandable because business-style writing and academic-style writing follow very different formats. We will talk about these differences in class.

If business-style writing is new to you, think of it as a new tool for your success. It’s similar to a carpenter with a hammer and screwdriver is his or her toolbox. Each has a different purpose. The key is to know when each tool should be used.

**Catalog Description**

Introduction to the values associated with ethics and sustainability relative to leadership, from idea formulation through communication within various constituencies across organizational contexts and communication media.

**Student Learning Outcomes (SLOs)**

Upon completing the course, the student should be able to:

SLO 1: Describe an informed definition of three terms: effective leadership, ethical development, and sustainable business.

SLO 2: Elaborate on the tenets of effective (written and verbal) communication.
SLO 3: Apply principles of effective leadership and models of ethics to contemporary organizations.

SLO 4: Differentiate between models of effective leadership, stage models of ethical development and perspectives on sustainability.

SLO 5: Evaluate the sustainability of an organizations’ business model.

Course Pedagogy

- Lecture/discussions lead by the instructor
- Self-assessment
- Individual and team experiential exercises and assignments
- Case analysis and discussion
- Exams

Important Course Policies

- **Academic Integrity**: By the singular act of registering for this course, you are agreeing to abide by the UNCG Academic Integrity Policy. All work submitted must be original and produced by the student for this class only. If you are for any reason unfamiliar with the contents of the code, please review it on the school’s website link: https://osrr.uncg.edu/academic-integrity/. Any detected violations of any aspect of the Policy will be fully pursued in accordance with the provisions therein. The faculty and students in the course are expected to adhere to the faculty student guidelines stated at the following web page: https://bryan.uncg.edu/wp-content/uploads/2017/08/faculty-and-student-guidelines-2018.pdf.

- **Attendance**: All students are expected to attend each class session. If a student misses a specific class session, it is her/his responsibility to meet with another student to get notes about what was discussed in class.

  Students missing more than three classes will not receive credit for the course. Any missed classes will reduce the student’s “contribution to the class” grade.

- **Extra Credit**: There are no extra credit assignments scheduled for this course. If a situation presents itself during the semester, all students will be given equal opportunity to participate.

- **Students with Disabilities**: UNCG seeks to comply fully with The Americans with Disabilities Act and section 504 of the Rehabilitation Act of 1973. Students requesting accommodations based on a disability must be registered with the Office of Accessibility Resources & Services in 215 Elliott University center, 334-5440, https://ods.uncg.edu/.

- **Religious Observance**: The University allows for 2 excused absences each academic year for religious observances required by the faith of the student. Students requesting a religious absence must notify the instructor of each absence 14 days in advance of the date of the religious observance. The request must state in writing the nature of the religious observance and the date(s). Student's participation must be confirmed in writing by an official of the religious organization. The instructor will require the student to complete any test or assignment in advance of the originally scheduled date of the test or assignment that is impacted by the absence due to the religious observance. The requirement for students to make such requests for excused absences applies only to days when the University is holding class.
**Evaluation Criteria**

The grades for this class will be determined based upon:

- Midterm Exam ............................................................................................. .15 points
- Final Exam .................................................................................................. 15 points
- Completion of MBTI & Exercise Participation............................................ 5 points
- Completion of FIRO-B & Exercise Participation........................................ 5 points
- Written Assignments ................................................................................... 20 points
- Team Presentation ...................................................................................... 10 points
- In-depth Case Analysis ............................................................................... 10 points
- Contribution to the Team .......................................................................... 5 points
- Engagement in the Class ............................................................................ 5 points
- TOTAL ......................................................................................................... 100 points

The grades will be finalized in letter form, per the chart below:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage Range</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>94% - 100%</td>
<td>9-9.9%</td>
</tr>
<tr>
<td>A-</td>
<td>90% - 93.9%</td>
<td>C</td>
</tr>
<tr>
<td>B+</td>
<td>88% - 89.9%</td>
<td>70% - 79.9%</td>
</tr>
<tr>
<td>B</td>
<td>80% - 87.9%</td>
<td>F</td>
</tr>
</tbody>
</table>

**Description of Evaluation Criteria:**

- **Midterm Exam & Final Exam:** May include multiple choice, true/false, short-answer, and case analysis questions taken from class discussions, assigned readings, and from guest speakers’ comments. No make-up examinations will be allowed, except in cases warranted by extraordinary circumstances and supported with documented evidence. Students who do not provide documented evidence will receive zero points.

- **Completion of MBTI & FIRO-B Assessments and Related In-Class Exercises:**

  Each student must complete the two assessments (MBTI & FIRO-B) according to the instructions for submitting the results to the instructor, and participate in the classroom exercises. Failure to comply will result in a zero.

- **Written Assignments:**

  Business-style writing is critical to success in the business world. As a leader, you must deliver your messages in a clear, direct, and succinct manner.

  At the end of most of our classes, you will be asked to write a one-page memo answering questions about what you have learned (from the class discussion and assigned reading, and from the guest speaker). The memo will be graded based on your knowledge of the material and on how well your memo is written.

  NOTE: There are two components to this grade: individual and team. This will be explained in class.

  A link will be provided to Professor Dianne Garrett’s “Guidebook for Successful Business Writing.”

- **Team Presentation:**

  Each team will make a 10-minute presentation to the class (followed by a five-minute Q&A session) about a current event in the business world. Use your “Wall Street Journal” subscription for possible topics. Your presentation, as well as your PowerPoint slides, should be clear, direct, and succinct.
In-depth Case Analysis: Each student-team must deliver an in-depth written analysis of the “Tesla Motors” case.

Much of the grade beyond a “passing score” depends on the team’s ability to go beyond the “average” solution/answer, integrate the material from the course, and provide innovative perspectives, approaches, or solutions. Use all the tools discussed in this course (and other courses) to substantiate the analysis.

The written analysis should be typed, and double-spaced on 8.5” by 11” paper. No minimum length is required, but the maximum (not including the appendices) should not exceed 8. Feel free to include diagrams, or other types of illustrations in your written analysis. In preparing the written analysis, remember to be clear, direct, and succinct. Use subheadings to correspond with specific issues posed for the individual case.

The written analysis is to be submitted through Canvas, and is due before 2:00 pm on November 8, 2019. (There will not be any formal presentations of the case.)

Contribution to the Team: Your team members will determine the reward of 0-5 points for this category. Be sure your team members are satisfied with your level of contribution. It’s your individual responsibility to ask your team members for feedback about how you are doing.

NOTE: You cannot give more than two 5s to team members (including to yourself). Failure to follow this instruction will result in a grade of zero for this component of the final grade.

Engagement in the Class: The instructor will determine the reward of 0-5 points for this category. You will need to be present and engaged in all of the classes. These points are not awarded simply for being physically in the room. “Actively engaged” can mean participating in class discussions, participating in team assignments, asking questions of the guest speakers, or offering the instructor suggestions (articles, YouTube videos, websites, internet links) that can add value to the class. If you don’t speak much in class, find another way to add value to the class.

Note: The “engagement” points are awarded solely at the discretion of the instructor.

Instructor’s Brief Biography

Dr. Mike Beitler (pronounced Bite-ler) began his career as a CPA with one of the Big-4 CPA/consulting firms in Baltimore. He then worked as a Chief Financial Officer in banking for 10 years.

After teaching a few evening courses, Mike decided to go to graduate school to earn his masters degree and Ph.D. (Leadership Development).

Dr. Beitler is a long-time faculty member in The Bryan School, where he has taught a wide range of courses, including Strategic Planning, Leadership Assessment & Development, Organizational Behavior, and the MBA Capstone Consulting Projects course. He has authored two popular business books: “Strategic Organizational Change” and “Strategic Organizational Learning.”

Dr. B continues to work in the business world as an executive coach, leadership team trainer, and as a strategic planning facilitator.

Mike is actively involved in the Triad Coaching Connection and the Institute of Management Consultants. He is happily married with three adult children. Mike is a mindfulness and meditation practitioner.
## Tentative Schedule of Classes & Assignments: Fall 2019 (Day Section – MBA 716.51)

**Fridays (2pm – 4:50) in Bryan 204**

<table>
<thead>
<tr>
<th>Week#</th>
<th>Date</th>
<th>Topic</th>
<th>Assignments - Due on this Date</th>
</tr>
</thead>
</table>
| 1     | 8/23   | Course Overview  
Initial Team Work  
Leadership Models                                                  | Subscriptions to Wall Street Journal – for  
Current Events Discussions                                             |
| 2     | 8/30   | Leadership Assessment & Development  
Myers-Briggs (MBTI) Assessment & Exercise  
Leader Attributes                                                      | Complete Myers-Briggs Assessment  
by Tuesday, 8/27 @ 11:59pm  
Read “Leadership Attributes”                                          |
| 3     | 9/6    | Neuroscience of Effective Leadership  
Guest Speaker – Prof. Dianne Garrett (SCARF)                  | Team #1 Current Events Presentation  
Team #2 Current Events Presentation                                    |
| 4     | 9/13   | Power, Influence, & Persuasion                                       | Read “Power & Influence”  
Team #3 Current Events Presentation                                    |
| 5     | 9/20   | Influencing Beyond the Organization’s Walls  
Guest Speaker – John Chapman                                            | Read “Building Your Credibility”  
Team #4 Current Events Presentation                                    |
| 6     | 9/27   | Leading/Facilitating Decision Making  
Mid-Term Exam                                                            | Read “Decision Making & Creativity”                                     |
| 7     | 10/4   | Leading Teams  
FIRO-B Assessment & Exercise                                            | Complete FIRO-B Assessment  
by Tuesday, 10/1 @ 11:59pm  
Read HBR article “New Science of Team Chemistry”  
Team #1 Current Events Presentation                                    |
| 8     | 10/11  | Skills for Developing Others                                         | Read “Skills for Developing Others”  
Team #2 Current Events Presentation                                    |
| 9     | 10/18  | Leader’s Guide to Corporate Culture  
Organizational Culture Assessment Indicator (OCAI)                     | Read HBR article “The Leader’s Guide to Corporate Culture”  
Team #3 Current Events Presentation                                    |
| 10    | 10/25  | Building Your Resources – Networking  
Guest Speaker – Abby Donnelly  
Skills for Optimizing Leadership                                        | Read “Skills for Optimizing Leadership”                                 |
| 11    | 11/1   | Leading Change  
Guest Speaker – Chris Musselwhite                                        | Read Beitler Book Chapters 1, 2, & 4  
Team #4 Current Events Presentation                                    |
<table>
<thead>
<tr>
<th></th>
<th>Date</th>
<th>Topic</th>
<th>Notes</th>
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</thead>
</table>
| 12 | 11/8 | Mindfulness & Managing Stress  
Sustainable Business                                                                 | Tesla Motors Case Due  
Read “The Manager’s Changing Work Environment & Ethical Responsibilities” |
| 13 | 11/15 | Ethical Leadership  
Guest Speaker – Gary Fly                                                                                     |                                             |
| 14 | 11/22 | Wrap-Up  
Final Exam                                                                                                    |                                             |

Note: Instructor reserves the right to change topics, assignments, and/or due dates.
Your Name ________________________________________                     Team Number _______________________________________

Please rate EACH of your group members and YOURSELF on the following criteria. Failure to complete your self-evaluation with result in a zero out of the five possible points.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>1 Very Poor</th>
<th>2 Poor</th>
<th>3 Fair</th>
<th>4 Satisfactory</th>
<th>5 Good</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Creating new ideas/suggestions.</td>
<td>Self ______</td>
<td>Team Member Name</td>
<td>Team Member Name</td>
<td>Team Member Name</td>
<td>Team Member Name</td>
</tr>
<tr>
<td>2. Offering to take lead on sections of group project.</td>
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<td>3. Having materials ready at agreed on date.</td>
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<td>4. Staying on task during group meetings.</td>
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<td>5. Attendance at group meetings</td>
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<td>6. Willingness to listen to other’s ideas.</td>
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<td>7. Contributing to preparing the written report (as agreed on).</td>
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<td>8. Providing feedback to others in the group.</td>
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<td>9. Being a positive team member.</td>
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<td>10. Doing his/her share of the work (overall).</td>
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**Total Score**
(Add the above scores up. The highest total score is 50.)
# MBA 716 - Team Presentation Evaluation Sheet

*Please use this table to evaluate the team presentations you view in class.*

*For each category, provide a score out of 10 (5 = OK, 10 = Excellent).*

<table>
<thead>
<tr>
<th>CONTENT</th>
<th>Score</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Quality of introduction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Analysis of leadership issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Suggestions or Insights</td>
<td></td>
<td></td>
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<tr>
<td>4. Use of Class Materials</td>
<td></td>
<td></td>
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<tr>
<td>5. Level of preparation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## DELIVERY (Process)

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>6. Quality of methodology</td>
<td></td>
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<tr>
<td>7. Creativity / innovation</td>
<td></td>
</tr>
<tr>
<td>8. Presenter enthusiasm</td>
<td></td>
</tr>
<tr>
<td>9. Level of audience interest</td>
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</tr>
<tr>
<td>10. Team professionalism</td>
<td></td>
</tr>
</tbody>
</table>

**OVERALL SCORE** (Max =100)

Presenting Team ___________________________

Evaluating Team _______________________________