Course Syllabus
MBA 716-01 Leadership and Sustainable Business
Monday 6:30pm-9:20pm in Bryan 204
Fall 2020

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

NOTE 1: Please do not leave messages for me on Canvas, LinkedIn, or my business email address.

NOTE 2: When emailing me, please put “MBA 716-01” and the subject of your message in the subject line (e.g., MBA 716-01 – Syllabus) or the email will not be opened.

Office Hours: Thursday afternoons and by appointment (please email to arrange)
Class Time/Place: Mondays 6:30pm – 9:20pm in Bryan 204

Required Course Materials

Books
Dr. Michael Beitler’s "MBA 716 Leadership" compilation for Bryan School MBA Program. Published by McGraw-Hill ISBN 978-130-748-4533.


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-assessments and debriefs
- Individual and team written assignments
- Individual and team experiential exercises
- Case analysis
- 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 (OARS) 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.
COVID-19, Health & Wellness Statement

Required UNCG Syllabus Language

Approved by the Faculty Senate on July 1, 2020

As UNCG returns to face-to-face course offerings in fall 2020, the campus community must recognize and address concerns about physical and emotional safety. As such, all students, faculty, and staff are required to uphold UNCG’s culture of care by actively engaging in behaviors that limit the spread of COVID-19. Such actions include, but are not limited to, the following:

- Wearing a face covering that covers both nose and mouth
- Observing social distance in the classroom
- Engaging in proper hand washing hygiene when possible
- Self-monitoring for symptoms of COVID-19
- Staying home if you are ill
- Complying with directions from health care providers or public health officials to quarantine or isolate if ill or exposed to someone who is ill.

Instructors will have seating charts for their classes. These are important for maintaining appropriate social distance during class and facilitating contact tracing should there be a confirmed case of COVID-19. Students must sit in their assigned seat at every class meeting and must not move furniture. Students should not eat or drink during class time.

A limited number of disposable masks will be available in classrooms for students who have forgotten theirs. Face coverings will also be available for purchase in the UNCG Campus Bookstore. Students who do not follow masking and social distancing requirements will be asked to put on a face covering or leave the classroom to retrieve one and only return when they follow these basic requirements to uphold standards of safety and care for the UNCG community. Once students have a face covering, they are permitted to re-enter a class already in progress. Repeated issues may result in conduct action. The course policies regarding attendance and academics remain in effect for partial or full absence from class due to lack of adherence with face covering and social distancing requirements.

For instances where the Office of Accessibility Resources and Services (OARS) has granted accommodations regarding wearing face coverings, students should contact their instructors to develop appropriate alternatives to class participation and/or activities as needed. Instructors or the student may also contact OARS (336.334.5440) who, in consultation with Student Health Services, will review requests for accommodations.

Approved by the Faculty Senate Executive Committee on July 30, 2020

Health and well-being impact learning and academic success. Throughout your time in the university, you may experience a range of concerns that can cause barriers to your academic success. These might
include illnesses, strained relationships, anxiety, high levels of stress, alcohol or drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may experience. You can learn about the free, confidential mental health services available on campus by calling 336-334-5874, visiting the website at https://shs.uncg.edu/ or visiting the Anna M. Gove Student Health Center at 107 Gray Drive. For undergraduate or graduate students in recovery from alcohol and other drug addiction, The Spartan Recovery Program (SRP) offers recovery support services. You can learn more about recovery and recovery support services by visiting https://shs.uncg.edu/srp or reaching out to recovery@uncg.edu

COVID-19 Spartan Shield Video

UNCG Chancellor Frank Gilliam has challenged us to create a Culture of Care at UNCG where we all wear face coverings and social distance, less to protect ourselves but rather more to protect everyone around us. It shows that you care about the well-being of everyone around you. We have created this video featuring your student body presidents to better explain how and why this is so important.

Please watch this video before the first day of classes.

https://youtu.be/Mb58551qxEk
GRADES

The grades for this class will be determined based upon:

- Midterm Exam ................................................................. 22.5 points
- Final Exam ................................................................. 22.5 points
- Completion of MBTI & Exercise Participation ........................ 5 points
- Completion of FIRO-B & Exercise Participation .................... 5 points
- Team Memo on “The Prince” ............................................. 12.5 points
- Individual Memo on the “Tao Te Ching” .......................... 12.5 points
- Team In-depth Case Analysis ............................................. 10 points
- Contribution to the Team (determined by the team) ............. 5 points
- Contribution in the Class (determined by the instructor) ....... 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</th>
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<tbody>
<tr>
<td>A</td>
<td>95% - 100%</td>
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<tr>
<td>A-</td>
<td>90% - 94.9%</td>
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<tr>
<td>B</td>
<td>80% - 89.9%</td>
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<tr>
<td>C</td>
<td>70% - 79.9%</td>
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<tr>
<td>F</td>
<td>Below 70%</td>
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NOTE: Grades will not be rounded up.

Description of Grade Components:

- **Midterm Exam & Final Exam (45% of final grade)**

  Exams may include multiple choice, true/false, short-answer, and case analysis questions taken from class discussions, assigned readings, guest speakers’ comments, etc. Both exams must be taken at the same time as the class. 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 for the exam.

- **Completion of MBTI & FIRO-B Assessments and In-Class Exercises (10% of final grade)**

  Each student must complete the two assessments (MBTI & FIRO-B) according to the instructions provided by the instructor and participate in the classroom exercises. Sara Piling, in the Bryan School’s Graduate Programs Office, will provide links to each assessment.

- **Team Memo on “The Prince” (10% of final grade)**

  Business-style writing is critical to success in the business world. As a leader, you are responsible for your team delivering clear, direct, and succinct messages. (The instructor will provide a handout on “Business-Writing Rules & Guidelines.”)
Each team will submit a one-page memo on lessons learned from “The Prince.” The purpose of this memo is to convince the reader of the importance of reading this book.

Any violations of the “Business-Writing Rules & Guidelines” handout will lead to point reductions in the team’s grade.

**Individual Memo on the “Tao Te Ching” (10% of final grade)**

As a professional, you must deliver your messages in a clear, direct, and succinct manner. (The instructor will provide a handout on “Business-Writing Rules & Guidelines.”)

Each individual student will submit a one-page memo on lessons learned from the “Tao Te Ching.” The purpose of this memo is to convince the reader of the importance of reading this book.

Any violations of the “Business-Writing Rules & Guidelines” handout will lead to point reductions in the individual’s grade.

**Team In-Depth Case Analysis (10% of the final grade)**

Each student-team must submit an in-depth written analysis of the Tesla 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 must be uploaded to Canvas. No minimum length is required, but the maximum (5%) 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.

**Contribution to the Team (5% of the final grade)**

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 is your individual responsibility as a team member to ask your teammates for feedback about how you are doing.

**Engagement in the Class (5% if the final grade)**

The instructor will determine the reward of 0-5 points for this category. You need to be present and actively engaged in all of the classes, but 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 do not typically speak much in class, find another way to add value.

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 practitioner.
## Tentative Schedule of Classes & Assignments

**Mondays (6:30pm – 9:20pm) in Bryan 204**

<table>
<thead>
<tr>
<th>Week#</th>
<th>Date</th>
<th>Topic</th>
<th>Assignments - Due on this Date</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>8/24</td>
<td>Course Overview&lt;br&gt;Initial Team Work&lt;br&gt;Leadership Models</td>
<td>Subscriptions to Wall Street Journal – for Current Events Discussions</td>
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<tr>
<td>2</td>
<td>8/31</td>
<td>Leadership Assessment &amp; Development&lt;br&gt;Myers-Briggs (MBTI) Assessment &amp; Exercise&lt;br&gt;Leader Attributes</td>
<td>Complete Myers-Briggs Assessment by Wednesday, 8/26 @ 11:59pm&lt;br&gt;Read “Leadership Attributes” (Beitler-Ch 1)&lt;br&gt;Current Events Discussion &amp; “Round Robin”</td>
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<td>3</td>
<td>9/14</td>
<td>Neuroscience of Effective Leadership&lt;br&gt;Guest Speaker – Prof. Dianne Garrett via Zoom&lt;br&gt;DVD – David Eagleman, Neuroscientist</td>
<td>Read Articles from Prof. Garrett&lt;br&gt;Current Events Discussion &amp; “Round Robin”</td>
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<td>4</td>
<td>9/21</td>
<td>Power, Influence, &amp; Persuasion&lt;br&gt;DVD – Robert Cialdini</td>
<td>Read “Power &amp; Influence” (Beitler-Chap 2)&lt;br&gt;Current Events Discussion &amp; “Round Robin”</td>
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<td>5</td>
<td>9/28</td>
<td>Influencing Beyond the Organization’s Walls&lt;br&gt;Guest Speaker – John Chapman</td>
<td>Read “Building Your Credibility” (Beitler-Chap 3)&lt;br&gt;Current Events Discussion &amp; “Round Robin”&lt;br&gt;Team Memo on “The Prince” uploaded to Canvas by Oct 2 @ 11:59pm</td>
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<td>6</td>
<td>10/5</td>
<td>Leading/Facilitating Decision Making</td>
<td>Read “Decision Making &amp; Creativity” (Beitler-Chap 4)&lt;br&gt;Current Events Discussion &amp; “Round Robin”</td>
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<td>7</td>
<td>10/12</td>
<td>Mid-Term Exam – Beginning of Class&lt;br&gt;Leading Teams&lt;br&gt;FIRO-B Assessment &amp; Exercise</td>
<td>Complete FIRO-B Assessment by Wednesday 10/7 @ 11:59pm&lt;br&gt;Read HBR article “New Science of Team Chemistry” (Beitler-Chap 5)&lt;br&gt;Current Events Discussion &amp; “Round Robin”</td>
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<td>8</td>
<td>10/19</td>
<td>Skills for Developing Others</td>
<td>Read “Skills for Developing Others” (Beitler-Chap 6)&lt;br&gt;Current Events Discussion &amp; “Round Robin”</td>
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<td>Week</td>
<td>Date</td>
<td>Topic</td>
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<td>9</td>
<td>10/26</td>
<td>Leading Change</td>
<td>Chris Musselwhite</td>
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<td>“Change Style Indicator”)</td>
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<td>Organizational Culture Assessment Indicator (OCAI)</td>
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<td>11</td>
<td>11/9</td>
<td>Building Your Leadership Resources – Networking</td>
<td>Abby Donnelly</td>
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<td>“Skills for Building Your Network”</td>
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<td>12</td>
<td>11/16</td>
<td>Ethical Leadership – Tim Davis</td>
<td>“How One of the Largest Companies Thinks About Ethics”</td>
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<td>13</td>
<td>11/23</td>
<td>Mindfulness &amp; Managing Stress</td>
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<td>Sustainable Business</td>
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<td>Course Wrap-Up</td>
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<td>TBA</td>
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<td>Final Exam - Online</td>
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Note: Instructor reserves the right to change topics, assignments, and/or due dates.