



## **Bryan School of Business & Economics**

### **MBA 716.01 & 716.02 “Leadership”**

#### **Highflex (In-Person & Zoom) – Synchronous**

#### **Syllabus Fall 2022**

---

**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; use my UNCG email address.

NOTE 2: When emailing me, include “MBA 716-01” or “MBA 716.02” in the subject line

**Office Hours:** Thursday afternoons and by appointment (please email to arrange)

**Class Time/Place:** **We’ll be meeting in Bryan 204 (716.01) and on Zoom (716.02) from 6:30pm-9:20pm on Monday evenings.**

---

#### **Required Books & HBS Case**

Dr. Michael Beitler’s “MBA 716 Leadership, Second Edition” compilation for Bryan School MBA Program. Published 2021 by McGraw-Hill.

Print Copy (only available from UNCG Bookstore) ISBN 978-1-30774-051-6.

eBook (a link will be provided on Canvas) ISBN 978-1-30774-052-3.

“Start With Why” written by Simon Sinek (2009). Published by Penguin Group ISBN 978-1-59184-644-4.

“The Book of Leadership & Strategy” translated by Thomas Cleary (1990). Published by Shambhala Publications ISBN 0-87773-667-7.

“Accenture’s Code of Business Ethics” case prepared by Eugene Soltes (2019). Published by Harvard Business School Publishing.

## **Hyflex Environment for MBA 716.01 & .02**

Unlike classes you've had (and I've had) where the instructor comes to class and reads PowerPoint slides about the book chapter, you will need to read the book chapter and other materials before our Monday evening sessions (on Bryan 204 & Zoom).

During the Monday sessions, we may have a guest speaker (be prepared to ask questions), I will share some comments about what is not in the textbook, and then we will discuss how to apply the material that you've read before class.

I will allow some time on Monday evenings for you to meet with your teams. This time is important not only to work on assignments but to build your network. (Abby Donnelly will be speaking to us about networking skills later in the semester; she is a master networker.)

I have argued, "All learning to a large extent is self-directed learning." Graduate school education in general, and the Bryan MBA in particular, is demanding.

I am often asked, "How much time should I devote to this course?" My response, "It depends." While that is rarely a satisfactory answer, I go on to ask the questioner to consider his/her previous training/experience and interest in the topic. In the Bryan MBA program and in the business world, calculating the time needed to learn is always based on the individual. It's always time well spent.

As leaders (or future leaders), all of you will need to know the material that we are covering in this course.

Even though this class is unusually large, I hope to get to know many of you individually. I will do everything I can to help you achieve your career goals. Let me know what you are looking for and need.

## **Attendance and "Camera On"**

The Dean's Office is serious about the attendance and "camera on" policies in these hyflex courses.

Only three absences are permitted. If this will not be possible for you, please contact Dr. Beitler. If your camera is "off," you are absent.

## **Electronic Devices**

You need to have your laptop with "camera on" during each Monday session; this includes both the in-person section (716.01) and online section (716.02)

We will have several guest speakers, who are busy professionals, joining us. Electronic devices must be handled in a professional manner. You must be on-camera during our Zoom sessions. If your camera is not working, buy one from Amazon for \$20.

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

## **Political Comments in Class**

Political comments will not 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 having both a hammer and screwdriver in his or her toolbox. Each has a different purpose. The key is to know when each tool should be used.

## **Course 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." NOTE: This is an example of "academic-style writing." DO NOT write like this in MBA 716 or MBA 741.

## **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>.
- **Extra Credit:** There is only one opportunity for extra credit; see page seven of the syllabus. There are no other opportunities for extra credit.
- **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 two 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.

## GRADES

The grades for this class will be determined based upon:

Midterm Exam .....	20 points
Final Exam .....	25 points
Completion of MBTI & Exercise Participation.....	5 points
Completion of FIRO-B & Exercise Participation.....	5 points
Team Memo on "Start With Why".....	12.5 points
Team Memo on the "The Book of Leadership & Strategy".....	12.5 points
Team In-depth Case Analysis.....	10 points
Contribution to the Team (determined by the team) .....	6 points
Professionalism Points (determined by the instructor).....	from (-2) to <u>+ 4 points</u>
TOTAL.....	100 points =====

Possible Extra Credit: up to 3% of final course grade for serving on a Memo Evaluation Committee.

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

A	95% - 100%	F	Below 70%
A-	90% - 94.9%		
B+	88% - 89.9%		
B	80% - 87.9%		
C	70% - 79.9%		

NOTE: Grades will not be rounded up.

**Description of Grade Components:**

♦ **Midterm Exam**

Exam may include multiple choice, true/false, short-answer, and case analysis questions taken from class discussions, assigned readings, guest speakers' comments, etc. The exam 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.

♦ **Final Exam**

Exam may include multiple choice, true/false, short-answer, and case analysis questions taken from class discussions, assigned readings, guest speakers' comments, etc. The exam 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.

NOTE: 25% of the final exam grade will involve a written assignment based on the Accenture case. Failure to submit the written-assignment portion of the exam will result in a zero for the entire exam.

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

Each student must complete the two assessments (MBTI & FIRO-B) according to the instructions provided by the instructor and participate in the classroom exercises (debriefs). The instructor will provide links to each assessment. If a deadline is missed, the student will receive a zero, no exceptions.

• **Team Memo on Why An Executive Should Read "Start With Now"**

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 addressed to Dr. Carlos Rodriguez on why he should read Simon Sinek's "Start With Why" book. Dr Rodriguez is a busy executive. After completing his Ph.D. in Biomedical Engineering, he went on to work as a research scientist for a Fortune 500 company. Dr. Rodriguez now is the Founder and CEO of a successful biomedical engineering start-up company. He has admitted to his executive coach that he is more comfortable working as a scientist than as a CEO. He has been very successful working with companies that buy his company's products. But Dr. Rodriguez's subordinates believe his "big-picture" vision and strategy skills are weak.

The purpose of this memo is to influence Dr. Rodriguez to read the book. NOTE: This is not an academic book report.

The memo must include direct quotes and examples from the book. Be aware, Dr. Beitler has read this book.

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

- **Individual Memo on Why An Executive Should Read "The Book of Leadership & Strategy"**

Each team will submit a one-page memo addressed to Colonel Priya Anand on why she should read this book. She is a retired U.S. Army Colonel. She was born in the United States two years after her parents emigrated from India. Colonel Anand is a busy executive. Since retiring from the army several years ago, she has serving as the CEO of a mid-sized manufacturing company. In her 360-degree evaluation, her subordinates agree that Col. Anand's organizational skills are extraordinary but everyone in the company complains about excessive levels of stress. Several senior leaders have recently left the company.

The purpose of this memo is to influence Col. Anand to read this book. NOTE: This is not an academic book report.

The memo must include direct quotes and examples from the book. Be aware, Dr. Beitler has read this book.

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

- ♦ **Team In-Depth Case Analysis**

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. The team should consider all the tools discussed in this course (and other courses) to substantiate its analysis.

The written analysis must be uploaded to Canvas. No minimum length is required, but the maximum length is 10 pages (excluding illustrations, tables, and charts). In preparing the written analysis, remember to be clear, direct, and succinct.

- ♦ **Contribution to the Team**

Your team members will determine the reward of 0-6 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.

- ♦ **Professionalism Points from (-2) to (+4)**

The instructor may reward up to five (+4) points for this category. These points must be earned; they are not a gift.

Professionals are well-paid because they add value. Think about ways you can add value in this course (participating in class discussions, asking questions of the guest speakers, and/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: It is possible to lose points (down to -2) for unprofessional behavior. Such behaviors include, but are not limited to:

Contacting the instructor with tech problems. (Never contact your boss or client with tech problems. Call tech support and get the problem fixed.) Missing deadlines. Grade grubbing.

Note: These “professionalism” points are awarded solely at the discretion of the instructor.

### **• Extra Credit: Serving on Memo Evaluation Committee**

Up to three (+3) points may be added to your final course grade for serving on the committee. Simply “sitting” on the committee will not earn the points.

I will give everyone an opportunity to serve on the committee. Do not apply to serve on the committee unless you have good writing skills and can add value to this process.

### **“Firing” Team Members**

This section applies to all team activities.

In every teamwork situation, “people issues” appear. Yet, in today’s business environment, effective team “knowledge work” has become a competitive advantage. You are/will be required to work effectively with people of different skill levels, interests, and motivations to succeed in this course and in your career.

**“Firing” Process:** In the case where a team member consistently underperforms, action can be taken by the team in sequential steps as follows:

1. Team members meet with the underperformer(s), discuss the issues and clearly delineate the expectations of the team. This meeting is documented and the notes of such are sent to Dr. Beitler.
2. If, after a reasonable period of time, determined by the team, performance does not improve, the team can request a meeting with Dr. Beitler to discuss the issues at hand. At that time, Dr. Beitler will request a meeting with the underperformer(s).
3. After such meeting and a reasonable amount of time to correct the issues has passed, the team will be given the authority to “fire” the under-performer(s), with the approval of Dr. Beitler (supporting “just cause”).

**If a student is “fired” from a team, he/she will receive a score of zero (o) for the entire consulting project and will fail the course, regardless of other scores earned in the class. No make-up work is available to counteract this failing.**

“Underperformance” includes, but is not limited to, missing scheduled meetings, not completing agreed-upon assignments in the time required, etc.

### **Beware the “A Bully”**

An “A Bully” is as dangerous to productivity (maybe more so) than a slacker. An “A Bully” is only concerned about securing an “A” for himself/herself, showing disregard for his/her team members. If your team has an “A Bully,” discuss the situation with Dr. B as soon as possible. Firing the individual may be necessary for your team’s success.

## **MISSED CLASSES:**

If the student misses a class, the student is responsible for contacting other team members concerning assignments or materials that were missed.

Students should remind the instructor in advance when accommodation affects course activities, e.g., before taking exams, to ensure that the instructor has updated systems accordingly.

## **HEALTH AND WELLNESS:**

**Your health impacts your learning. Throughout your time in college, you may experience a range of health issues that can cause barriers to your learning. These might include physical ailments, illnesses, strained relationships, anxiety, high levels of stress, alcohol/drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may be experiencing. 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. Help is always available.**

## **LATE WORK/MAKEUP POLICIES:**

Students with university-related or requested absences, e.g., field trips in other courses or multiple exams during finals week, must make prior arrangements in advance for any conflicts with their schedule and due dates for the course.

Students should review the following [Bryan School Faculty and Student Guidelines](#) to understand the roles and responsibilities of both students and faculty.

## **UNCG DISRUPTIVE BEHAVIOR POLICY:**

The instructor may withdraw a student from a course for behavior that is deemed by the instructor to be disruptive to the class. The grade assigned will be “W” if the behavior occurs before the deadline for dropping a course without academic penalty, and the instructor has the option of giving a “W” or a “WF” if the behavior occurs after the deadline.

**Inclement Weather:** UNCG will remain open during adverse weather conditions until and unless the Chancellor makes the administrative decision to postpone/cancel class. Students can obtain details on those decisions by calling the Adverse Weather Line at 336-334-4400 or accessing the website at: [www.uncg.edu/iss/weather.htm](http://www.uncg.edu/iss/weather.htm).

## Required UNCG Syllabus Language for Fall 2022

As we return for Fall 2022, all students, faculty, and staff and all visitors to campus are required to uphold UNCG's culture of care by actively engaging in behaviors that limit the spread of COVID-19. While face-coverings are optional in most areas on campus, individuals are encouraged to wear masks. All individuals and visitors to campus are asked to follow the following actions:

- Engaging in proper hand-washing hygiene.
  - Self-monitoring for symptoms of COVID-19.
  - Staying home when 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.
  - Completing a self-report when experiencing COVID-19 symptoms, testing positive for COVID-19, or being identified as a close contact of someone who has tested positive.
  - Staying informed about the University's policies and announcements via the COVID-19 website.
- 
- Students who are ill, quarantining, or isolating should not attend in-person class meetings, but should instead contact their instructor(s) so alternative arrangements for learning and the submission of assignments can be made where possible.

As we continue to manage COVID-19 on our campus, we are following the lead of the local health department and we will adjust our plans to balance student success, instructional requirements, and the hallmarks of the collegiate experience with the safety and wellbeing of our campus community.

## **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 teaches the “Leadership” course and the “Capstone Consulting Projects course in the MBA program. 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. He is available for a glass of wine or a beer.

## Fall 2022 MBA 716 “Leadership” (Hyflex Section)

### Tentative Schedule of Classes & Assignments

Bryan 204 & Zoom

Mondays (6:30pm – 9:20pm)

Week#	Date	Topic	Assignments - Due on this Date
1	8/22	Hyflex Course Overview Initial Team Work Leadership Models	
2	8/29	Leadership Assessment & Development Myers-Briggs (MBTI) Assessment & Exercise  Guest Speaker – John Strader  NOTE: September 5 Holiday -No Class	Complete Myers-Briggs Assessment by Saturday, 8/27 @ 11:59pm Read “Leadership Attributes” (Chapter 1)
3	9/12	Neuroscience of Effective Leadership  DVD – David Eagleman, Neuroscientist  Guest Speaker – Alex Moore, CEO of Stratagon Leader Attributes	Read Articles from Dr. B
4	9/19	Power, Influence, & Persuasion DVD – Robert Cialdini	Read “Power & Influence” (Chap 2)
5	9/26	Influencing Beyond the Organization’s Walls Guest Speaker – Rob Almond, CEO of NEST	Read “Building Your Credibility” (Chap 3)  <u>Team Memo</u> uploaded to Canvas by Oct 3 @ 11:59pm
6	10/3	Leading/Facilitating Decision Making  <u>NOTE: Oct 10 is fall break; no class.</u>	Read “Decision Making & Creativity” (Chapter 4)
7	10/17	<u>Mid-Term Exam</u> – Beginning of Class  Leading Teams FIRO-B Assessment & Exercise	Complete FIRO-B Assessment By Saturday 10/8 @ 11:59pm  Read HBR article “New Science of Team Chemistry” (Chapter 5)
8	10/24	Skills for Developing Others	Read “Skills for Developing Others” (Chap 6)
9	10/31	Leading Change Guest Speaker – Chris Musselwhite (Creator of the “Change Style Indicator”)	Read Beitler’s “Strategic Organizational Change” book (Chapters 1, 2, & 4)

10	11/7	Leader's Guide to Corporate Culture Organizational Culture Assessment Indicator (OCAI)	Read HBR article "The Leader's Guide to Corporate Culture" (Chapter 7)  Read Beitler's "Strategic Organizational Change" book (Chapter 9)
11	11/14	Building Your Leadership Resources – Networking Guest Speaker – Abby Donnelly "Skills for Building Your Network"	Read "Skills for Optimizing Leadership" (Chapter 8)
12	11/21	Ethical Leadership – Tim Davis "How One of the Largest Companies Thinks About Ethics"  Cross-Cultural Leadership	Read "The Manager's Changing Work Environment & Ethical Responsibilities" (Chapter 9)
13	11/28	Mindfulness & Managing Stress Sustainable Business  Course Wrap-Up	<u>Tesla Motors Case</u> uploaded to Canvas by Nov 23 @ 11:59pm
			<u>Individual Memo</u> on the "Tao Te Ching" Uploaded to Canvas by Nov 26 @ 11:59pm
	TBA	Final Exam	

Note: Instructor reserves the right to change topics, assignments, and/or due dates.