

**LEADERSHIP, TEAMS, AND INDIVIDUALS**  
**MBA 763 SECTION 1001**

**CLASS MEETS:**

Monday 7:05 - 9:50 p.m.  
BEH 241

**REQUIRED TEXTS:**

Harvard Business Case Packet available for purchase at:  
<https://hbsp.harvard.edu/import/747322>

**COURSE DESCRIPTION:**

This course provides an overview of research and theory on micro-level organizational behavior with emphasis on the skills required for managerial effectiveness in modern complex organizations including motivating and leading employees, developing effective teams, and managerial communication responsibilities.

In short, this is a class about making businesses work better. Most of you have worked in jobs where you thought the boss was an idiot. In this class, we are going to try to provide you with a bag of tools to reduce the number of people who think that about you, either now (if you're already the boss) or in the near future (when you become the boss).

Specifically, students in this course will enhance their ability to:

- Understand and value individual differences and workforce diversity
- Apply behavioral models and theories to understand and anticipate employee behavior.
- Effectively communicate arguments associated with motivating, managing, and leading employees
- Design organizations, jobs, and reward systems to optimize employee motivation and enhance firm performance.
- Effectively design, work in, build, and lead work teams

We will use a number of different methods to deal with the material and accomplish these objectives: lecture, individual and group exercises, individual and group projects. This class is experiential. There are many in-class exercises and in some cases significant out-of-class preparation for the in-class exercises. If you just want

to be lectured to and go through the motions of attending class, this is not the class for you. However, if you want to be actively involved in learning about organizational behavior, this IS the class for you.

### **General Expectations**

The success of this class depends in large part on your active involvement in the learning process. Thus, I have a set of expectations which, if followed, should result in this class being a fulfilling learning experience for you. I refer to these expectations as the “4 Ps”:

- 1. Preparation.** I expect that you will complete the assigned readings *before each class* so that you will be prepared to participate in class discussions and better comprehend the course material. In particular, when we do a case study, I expect you to read and analyze the case prior to class. In turn, you can expect me to carefully prepare for each class both in terms of delivering lectures and facilitating activities meant to enhance your learning.
- 2. Presence and Punctuality.** If you miss class, you will hinder your ability to learn the course material and the class will not benefit from your insights in class discussions. Thus, while I do not formally take attendance each day, you will find that by missing class, your grade will suffer (see more below). If you do end up having to miss class for a legitimate reason (e.g. illness, school excused activity, death of a loved one, mandatory religious observance), please *contact me before class*. In addition, my expectation is that you will be on time to class each day. I view entering the classroom late the same as showing up late for a scheduled meeting – disruptive and inconsiderate. In turn, you can expect me to end class right on time and keep you continually updated on news items related to the course.
- 3. Principle.** Men and women of integrity are sorely needed in the world of business as well as in our universities. Cheating in any form hinders your ability to master the course material because you become dependent on someone else’s work rather than your own. It also diminishes and reflects a lack of self-esteem. Although more information on the ethics guidelines for this course is given below, suffice it to say here that I expect each student to uphold and defend the highest ethical standards in this class and in all related activities. In turn, you can expect me to treat you with fairness and the utmost respect.
- 4. Participation.** Your participation in class discussions and group projects is essential to your learning and to the success of the class as a whole. It is my sincere belief that each of you has unique insights and skills to share in the class discussions and group projects that will enhance your learning and that of your peers. While more specifics about class and group participation are given below, let me mention one expectation related to class participation right now: *sending text messages, using social media, surfing the web, shopping online, or any other similar activity with laptops, tablets, phones, or other electronic devices during class is strictly prohibited*. In addition, doing work for other courses is also prohibited during class. In turn, you can expect me to strive to promote an environment that is both energizing and conducive to learning.

## Course Structure

This course is designed to provide a hybrid experience, including both face-to-face and online activities.

Contact time will be divided in the following way:

50% face-to-face

50% online

Note that if you have contacted me about accommodations for the in-person portion of class you are still expected to engage and participate via the WebEx stream of class.

Online sessions will be a blend of self-paced and group activities using WebCampus/Canvas and other Web sites. Activities will consist of quizzes, blogs, and discussion forums.

Face-to-face sessions will be held on campus in BEH 241.

This course is designed to be entirely delivered online through Canvas. You will use your ACE account to login to the course on [Webcampus](#). If you have not set up an ACE account yet, please contact the [OIT Help Desk](#).

In Canvas, you will access online lessons, course materials, recordings, and other resources designed to deliver course content.

## Technology Needed

Due to this course being delivered 50% online, you will need to have acceptable technology.

For this course you will need:

- A computer/laptop/tablet
- A webcam or comparable video recording device (i.e. your camera phone)
- A web browser that is up-to-date
- Canvas requires the following browser components:
  - [Flash](#) is required for media recording, streaming, viewing, and uploading.
  - The [Java plug-in](#) is required for several features in Canvas.
  - [Adobe Acrobat Reader](#) is required to view documents in your browser.

## Campus Resources

- Academic policies, visit the [UNLV's academic integrity policies](#)
- To learn more about UNLV policies, go to the [University's policy page](#)
- For all technical help, contact the [Office of Information Technology / IT Help Desk](#) with your questions. The telephone number is (702) 895-0777.
- For support with WebCampus (powered by Canvas), review the [Canvas Student Guide](#) for guidance.
- For supplemental resources, visit [LinkedinLearning.com](#).

## Netiquette

**Netiquette**, a set of rules for behaving appropriately online. Your instructor and fellow students wish to promote a safe online learning environment. All opinions and experiences must be respected in the context of academic discourse. You are expected to comment, question, or critique and idea but you must not attack an individual.

### **Netiquette Guidelines:**

- Be aware of possible miscommunication when face-to face interaction is absent; compose your responses in a positive, supportive, and constructive manner
- Do not dominate the discussion
- Give other students the opportunity to join the discussion
- Do not use offensive language
- Present ideas appropriately
- Do not capitalize all letters, doing so suggest shouting
- Avoid using slang language
- Share tips with fellow students
- Keep an open mind and be willing to express even your minority opinion. Minority opinions must be respected
- Think and edit before you push the send button
- Do not hesitate to ask for feedback

## **GRADING PROCEDURES:**

### **COURSE ACTIVITIES AND GRADING GUIDELINES**

Your course grade will be based on a combination of individual and group efforts. This method of evaluation simulates performance evaluation and feedback systems in “real world” organizations and reinforces the notion that leadership is not simply an individual act but rather a social process that transcends any single individual. The weight associated with each requirement is given below.

Final grades are based on the distribution of total points. +/- grades are given.

<b>Assignment</b>	<b>Points</b>
<i>Individual Assignments</i>	
Participation	100
Class quizzes	100
Personality Assignment	50
Persuasion Assignment	50
Exam 1	200
Exam 2	200
<i>Team</i>	
Group Cases (5)	250 (50 for each)
Team Ratings	50
<b>Total</b>	<b>1000</b>

### ***Class Participation and Engagement***

Your attendance and participation in class discussions are essential to your learning and to the success of the class as a whole. Accordingly, 10% of your grade will be based on your contribution to class discussions and activities. Your class participation and engagement grade will be based on the following criteria: (a) the quality and frequency of contributions in class discussion, (b) your ability to advance or sharpen in-class discussion and debate, and (c) your professionalism, including living up to the “4 Ps” and respecting class members and their contributions. In addition, you will be asked to complete various self-assessments throughout the semester which will be discussed during class. There will also be a weekly survey to self-report your participation, preparation, and provide the instructor with feedback. Some of the class participation will also be via online discussion boards.

### ***Class Quizzes***

To check up on your progress with class readings, there will be seven different “pop” quizzes given during the semester. Of the seven quizzes, **two** will be dropped (your two lowest). Each quiz will be worth 20 points; thus, they will collectively count toward 10% of your total grade. Each quiz will consist of 4-5 questions related to the assigned reading for the day and/or concepts discussed in previous lectures. These quizzes are to be completed before class on the day of the assigned quiz. They will be available and completed online. The quizzes cannot be made up unless you have an excused absence (see the section on my attendance policy).

### ***Individual Assignments***

You will be required to complete individual assignments throughout the semester. These assignments are designed to encourage self-assessment and provide opportunities to implement principles learned in class into your life. A handout for each assignment will be provided detailing the deliverables of the assignment.

### ***Group Projects***

You will work on several different group assignments during the semester. Most of these assignments involve case analyses. These assignments are designed to give you opportunities to discuss the issues with a given case and come to conclusions as a group. Handouts outlining the case analysis will be provided for each case.

Additionally, you will have the opportunity to evaluate the participation of each group member at the end of the semester. This is to ensure that group members remain engaged and contribute to group assignments.

### ***Exams***

There will be a mid-term and a final exam. These exams will consist of a case analysis and short answer/essay questions. The exams are designed to be both a test of your knowledge of the material as well as your ability to apply your knowledge to a given situation.

### ***Late Work and Miscellaneous***

All papers and cases are expected to be due by class on the assigned due date. Anything that is turned in later will be considered late. There will be a 10% grade reduction for each day an assignment is late. Additionally, I do not provide “make-up” exams. If you have a scheduling concern because of a university excused absence please talk to me prior to the exam. If you have a dispute about your grade on a given assignment you have one week from the time you

received the grade to address the concern with me, after that period the grade cannot be disputed.

## **ADDITIONAL COURSE POLICIES:**

### **University Policies**

#### **Public Health Directives**

Face coverings are mandatory for all faculty and students in the classroom. Students must follow all active UNLV public health directives while enrolled in this class. [UNLV public health directives](https://www.unlv.edu/coronavirus/health-requirements) are found at <https://www.unlv.edu/coronavirus/health-requirements>. Students who do not comply with these directives may be asked to leave the classroom. Refusal to follow the guidelines may result in further disciplinary action according to the [UNLV Code of Student Conduct](https://www.unlv.edu/sites/default/files/page_files/27/StudentConduct-Code.pdf), [https://www.unlv.edu/sites/default/files/page\\_files/27/StudentConduct-Code.pdf](https://www.unlv.edu/sites/default/files/page_files/27/StudentConduct-Code.pdf), including being administratively withdrawn from the course.

#### **Academic Misconduct**

Academic integrity is a legitimate concern for every member of the University community. We all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility, and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy, and are encouraged to always take the ethical path whenever faced with choices. Students enrolling at UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's educational mission. An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another person, from the Internet or any other source without proper citation of the source(s). See the [Student Conduct Code](https://www.unlv.edu/studentconduct/student-conduct), <https://www.unlv.edu/studentconduct/student-conduct>.

#### **Auditing Classes**

Auditing a course allows a student to continue attending the lectures and/or laboratories and discussion sessions associated with the course, but the student will not earn a grade for any component of the course. Students who audit a course receive the same educational experience as students taking the course for a grade, but will be excused from exams, assessments, and other evaluative measures that serve the primary purpose of assigning a grade.

#### **Classroom Conduct**

Students have a responsibility to conduct themselves in class and in the libraries in ways that do not interfere with the rights of other students to learn, or of instructors to teach. Use of electronic devices such as pagers, cellular phones, or recording devices, or potentially disruptive devices or activities are only permitted with the prior explicit consent of the instructor. The instructor may rescind permission at any time during the class. If a student does not comply with established requirements or obstructs the functioning of the class, the instructor may initiate an administrative withdrawal of the student from the course.

#### **Copyright**

The University requires all members of the University Community to familiarize themselves with, and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The University will neither protect nor defend you, nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional [copyright policy information](https://www.unlv.edu/provost/copyright) is available at <https://www.unlv.edu/provost/copyright>.

#### **Disability Resource Center (DRC)**

The [UNLV Disability Resource Center](https://www.unlv.edu/drc) (SSC-A, Room 143, <https://www.unlv.edu/drc>, telephone 702-895-0866) provides resources for students with disabilities. Students who believe that they may need academic accommodations due to injury, disability, or due to pregnancy should contact the DRC as early as possible in the academic term. A Disabilities Specialist will discuss what options may be available to you. If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours, so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

### **Final Examinations**

The University requires that final exams given at the end of a course occur on the date and at the time specified in the Final Exam schedule. The Final Exam schedule is typically available at the start of the semester, and the classroom locations are available approximately one month before the end of the semester. See the [Final Exam Schedule](https://www.unlv.edu/registrar/calendars), <https://www.unlv.edu/registrar/calendars>.

### **Identity Verification in Online Courses**

All UNLV students must use their Campus-issued ACE ID and password to log in to WebCampus-Canvas.

UNLV students enrolled in online or hybrid courses are expected to read and adhere to the [Student Academic Misconduct Policy](https://www.unlv.edu/studentconduct/misconduct/policy), <https://www.unlv.edu/studentconduct/misconduct/policy>, which states that “acting or attempting to act as a substitute for another, or using or attempting to use a substitute, in any academic evaluation or assignment” is a form of academic misconduct. Intentionally sharing ACE login credentials with another person may be considered an attempt to use a substitute, and could result in investigation and sanctions, as outlined in the Student Academic Misconduct Policy.

UNLV students enrolled in online courses are also expected to read and adhere to the [Acceptable Use of Computing and Information Technology Resources Policy](https://www.it.unlv.edu/policies/acceptable-use-computing-and-information-technology-resources-policy), <https://www.it.unlv.edu/policies/acceptable-use-computing-and-information-technology-resources-policy>, which prohibits sharing university accounts with other persons without authorization.

To the greatest extent possible, all graded assignments and assessments in UNLV online courses should be hosted in WebCampus-Canvas or another UNLV-managed platform that requires ACE login credentials for access.

### **Incomplete Grades**

The grade of “I” (Incomplete) may be granted when a student has satisfactorily completed three-fourths of course work for that semester/session, but cannot complete the last part of the course for reason(s) beyond the student’s control and acceptable to the instructor, and the instructor believes that the student can finish the course without repeating it. For undergraduate courses, the incomplete work must be made up before the end of the following regular semester. Graduate students receiving “I” grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the period indicated, a grade of “F” will be recorded, and the student’s GPA will be adjusted accordingly. Students who are fulfilling an Incomplete grade do not register for the course, but make individual arrangements with the instructor who assigned the “I” grade.

### **Library Resources**

Librarians are available to consult with students on research needs, including developing research topics, finding information, and evaluating sources. To make an appointment with a subject expert for this class, please visit the [Libraries’ Research Consultation](https://guides.library.unlv.edu/appointments/librarian) website, <https://guides.library.unlv.edu/appointments/librarian>. You can also [ask the library staff](https://ask.library.unlv.edu/) questions via chat and text message at <https://ask.library.unlv.edu/>.

### **Missed Classwork**

Any student missing class, quizzes, examinations, or any other class or laboratory work because of observance of religious holidays will be given an opportunity during that semester to make up the missed work. The make-up opportunity will apply to the religious holiday absence only. It is the responsibility of the student to notify the instructor within the first 14 calendar days of the course for Fall and Spring courses (except for modular courses), or within the first 7 calendar days of the course for Summer and modular courses, of their intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit the Missed Work policy, under Registration Policies, on the [Academic Policies](https://catalog.unlv.edu/content.php?catoid=29&navoid=7326) webpage, <https://catalog.unlv.edu/content.php?catoid=29&navoid=7326>.

In accordance with the policy approved by the Faculty Senate regarding missed class time and assignments, students who represent UNLV in any official extracurricular activity will also have the opportunity to make up assignments, provided that the student provides official written notification to the instructor no less than one week prior to the missed class(es).

The spirit and intent of the policy for missed classwork is to offer fair and equitable assessment opportunities to all students, including those representing the University in extracurricular activities. Instructors should consider,

for example, that in courses which offer a “Drop one” option for the lowest assignment, quiz, or exam, assigning the student a grade of zero for an excused absence for extracurricular activity is both contrary to the intent of the Faculty Senate’s policy, and an infringement on the student’s right to complete all work for the course.

This policy will not apply in the event that completing the assignment or administering the examination at an alternate time would impose an undue hardship on the instructor or the University that could be reasonably avoided. There should be a good faith effort by both the instructor and the student to agree to a reasonable resolution. When disagreements regarding this policy arise, decisions can be appealed to the Department Chair/School Director, College/School Dean, and/or the Faculty Senate Academic Standards Committee.

For purposes of definition, extracurricular activities may include, but are not limited to: academic recruitment activities, competitive intercollegiate athletics, fine arts activities, liberal arts competitions, science and engineering competitions, and any other event or activity sanctioned by a College/School Dean, and/or by the Executive Vice President and Provost.

### **Rebelmail**

Rebelmail is UNLV’s official email system for students and by University policy, instructors and staff should only send emails to students’ Rebelmail accounts. Rebelmail is one of the primary ways in which students receive official University communications, information about deadlines, major Campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the University. Emailing within WebCampus-Canvas is also acceptable.

### **Tutoring and Coaching**

The Academic Success Center (ASC) provides tutoring, academic success coaching, and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, please visit the [ASC website](https://www.unlv.edu/asc), <https://www.unlv.edu/asc>, or call 702-895-3177. The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of SSC A, Room 254. Drop-in tutoring is located on the second floor of the Lied Library, and on the second floor of the College of Engineering building (TBE A 207).

### **UNLV Writing Center**

One-on-one or small group assistance with writing is available free of charge to UNLV students at the [Writing Center](https://writingcenter.unlv.edu/), <https://writingcenter.unlv.edu/>, located in the Central Desert Complex, Building 3, Room 301 (CDC 3–301). Walk-in consultations are sometimes available, but students with appointments receive priority assistance. Students may make appointments in person or by calling the Center, telephone 702-895-3908. Students are requested to bring to their appointments their Rebel ID Card, a copy of the instructions for their assignment, and two copies of any writing they have completed on their assignment.

### **Diversity Statement**

As an institution of higher learning, UNLV represents a rich diversity of human beings among its faculty, staff, and students, and is committed to aspiring to maintain a Campus environment that values that diversity. Accordingly, the University supports understanding and appreciation of all members of its community, regardless of race, sex, age, color, national origin, ethnicity, creed, religion, disability, sexual orientation, gender, gender identity, marital status, pregnancy, genetic information, veteran status, or political affiliation. Please see [University Statements and Compliance](https://www.unlv.edu/about/statements-compliance), <https://www.unlv.edu/about/statements-compliance>.

A successful learning experience requires mutual respect and trust between the students and the instructor. Accordingly, the instructor asks that students be willing to listen to one another’s points of view, acknowledging that there may be disagreements, keep discussion and comments on topic, and use first person, positive language when expressing their perspectives.

**TENTATIVE DAILY SCHEDULE** – I reserve the right to make changes as necessary (blessed are the flexible, for they will not be bent out of shape)

DATE	TOPIC	READING	ASSIGNMENT
Aug. 24 (in person)	Course Introduction  Management Theory	Syllabus  “Why Hard Nosed Executives Should Care About Management Theory”	
Aug. 31 (virtual)	Play to Your Strengths  Learning and Decision Making	“Now Discover Your Strengths” & “Outliers”	
Sept. 7 ( <b>no class Labor Day</b> )	<b>Labor Day</b>		
Sept. 14 (virtual)	Decision Making Biases  Individual Differences	“Hidden Traps in Decision Making”  “The Mysterious Popularity of the Meaningless Myers-Briggs (MBTI) ”  Listen to NPR “Will a computer decide whether you get your next job?”	Personality Assignment Due (Individual)
Sept. 21 (in person)	Recruitment/Selection  Commitment/Job Satisfaction	Scorecard Chapter from “Who” “Hard Work is Irrelevant”-Podcast Google Project Oxygen Case	Google Project Oxygen Case Due (Team)
Sept. 28 (virtual)	Feedback Conflict Socialization	Feedback Reading  Tim Keller Case	Tim Keller Case Due (Team)
Oct. 5 (in person)	Trust/Justice/Networks  Ethics	“The Peacock and the Panda”  “Ethical Breakdowns”	

Oct. 12 (virtual)	Motivation	Why People Lose Motivation... Pay Transparency Case	Pay Transparency Case (Team)
Oct. 19 <b>No class</b>	<b>No class</b> <b>Mid-term (Due Oct. 19 by midnight)</b>		
Oct. 26 (virtual)	Team Characteristics Team Process	The Power of Talk...	
Nov. 2 (in person)	Groups Team Biases	Mount Everest Case “Making dumb groups smarter”	Mount Everest Case Due (Team)
Nov. 9 (virtual)	Leadership Power and Influence	Harnessing the Science of Persuasion Discovering Your Authentic Leadership	
Nov. 16 (in person)	Leadership Styles and Behaviors	Connect Then Lead Retention Through Redemption	Persuasion Assignment (Individual)
Nov. 23 (virtual)	Organization Culture/Structure	Patagonia Case	Patagonia Case (Team)
Nov. 30 (in person)	Leading Yourself	How Will You Measure Your Life	
Dec. 7 ( <b>Final Exam</b> )	<b>FINAL EXAM Due (Dec. 7 by midnight)</b>		