



TEXAS A&M UNIVERSITY SAN ANTONIO

MGMT 4344.600, **Organizational Leadership**, Fall 2025, CRN: 10854
Department of Marketing and Management, College of Business

Course Syllabus

Class Meeting Time and Place: **Thursdays 5:30 – 6:45 p.m. This is a Synchronous Class - attendance required. This class is not recorded, however, live on Zoom.**

Class Duration:

08/25/25 – 12/12/2025

Instructor:

Brenda Wingert, MBA, SHRM SCP, SPHR

Office: none – by virtual/telephone appointment only

Tel: 210-376-9686 – personal cell phone

Instructor does not respond to text messages!

E-Mail: brenda.wingert@tamusa.edu

Student emails will receive a reply within two business days.

(Monday – Friday 8-5 p.m.)

Course Website:

<https://tamusa.blackboard.com>

Office Hours

By appointment only.

Catalog Course Description: This foundational course will help students develop an understanding of leadership theory while acquiring the necessary skills and insights to become effective leaders. The course blends theory and application and integrates contemporary ideas and practices with established scholarly research. Students will examine the roles of self-leadership, and the binding relationships between leader and followers. The course considers how power, courage, vision, and morality influence leadership. TSI Restrictions: Math

Prerequisites: Completion of the College of Business prerequisites, MGMT 3325.

Student Learning Outcomes: After successful completion of this course, students will be able to:

1. Evaluate various contemporary leadership theories
2. Explore the personal and relationship associations of an effective leader

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3. Assess their personal strengths and weaknesses as a leader
4. Construct a personal definition of leadership and their leadership philosophy

AACSB Assessment:

The College of Business received AACSB accreditation in Spring 2023. As part of that ongoing process, students will be assessed on program level outcomes based on course outcomes from various courses. The materials from this course may be used for assessing such program level outcomes, and hence students must follow the necessary rigor to ensure mastery and retention of the above course outcomes.

Required Materials:

- **Required Textbook:** Lussier, R.N. & Achua, C.F. 2016. Leadership: Theory, Application, and Skill Development (6th Ed.) ISBN-10: 1285866355 ISBN-13: 9781285866352 (You will need the text to access and complete weekly Self-Assessment assignments.) **The text (textbook or e-book) is ALL that is required and can be accessed via BryteWave (TAMUSA's Access Program – digital version) (Cengage publisher activities are not required for this class.)**
- **Blackboard:** Connect to <http://tamusa.blackboard.com>. You will have lecture notes, solutions to problems, multimedia materials and other supplementary materials in Blackboard. All class communications will be through Blackboard and students should monitor this several times a day.
- **Time Expectation for Coursework:** You are expected to spend a minimum of 4-8 hours per week on the course. Based on the background, some students may require more time. Time spent may be longer when assignment/exams are due.

Other Recommended / Reading Materials: Additional reading materials are available on the course website as recommended by the instructor.

Course Requirements every student must fulfill in order to succeed in course:

1. Students should check the Course Calendar, Announcements, and Messages (email) systems in **Blackboard** on a regular basis.
2. Students should stay current with all course assignments, quizzes, and exams.
3. If the course uses remote proctoring for exams, students must schedule their exam early in the semester.
4. Students should ask questions and communicate with the instructor either in class, online, off-line or during office hours.
5. For all classwork, exams, quizzes etc., if a student is completing it off-campus, then they are responsible for availability of internet connectivity. Extensions will not be granted for lack of availability of internet connections.
6. Students should remember that hybrid and online courses assume greater responsibility and independent learning skills by the student for their own learning outcomes.

Grading Policy: The final course grade will be based on your performance on the quizzes, exams, assignments and class participation using the following weights:

Assessments

Attendance/participation in class	10%
Self-Assessments (12)	10%
Student Presentations	20%
Reflection Paper (1)	20%
Case Studies (5)	20%
Chapter Quizzes (12)	<u>20%</u>
Total	100%

The final letter grades will be assigned as follows: Above 90% = A; 80 – 89% = B; 70 – 79% = C; 60– 69% = D; Below 60% = F.

Online Activities: There will be independent learning activities including textbook readings, discussion board, chapter videos, and other items. Students are expected to read the designated chapters and engage in the material presented. To encourage reflection and application, self-assessments will be assigned and discussed through uploaded presentations. **BlackBoard** will be utilized in this course to assist students with independent learning of the subject.

Self-Assessments: These are included in each chapter and students are required to complete their own assessment for indicated chapters and submit them as required in the Blackboard Link on due dates as indicated in the syllabus.

Student Presentations: Students are assigned a specific date for a presentation to the class on an assigned topic or question. Be familiar with your computer's microphone and PowerPoint presentation capabilities. Allow approximately 10 minutes for the presentation, include a photo of yourself on the initial slide along with a brief introduction to yourself, fully discuss your topic/question and conclude with at least two (2) meaningful points as addressed in your topic. Schedule and topics for presentations will be posted on BlackBoard/Course Content page, and presentations will be presented by the student on their indicated due date in class. Upload the PP presentation to the designated link in Blackboard by the due date specified on the schedule.

Reflection Paper: The **final semester paper** will reflect on the totality of the course including assessing yourself as a leader and establishing a plan for improving your leadership skills, based on the semester's self-assessment exercises. As a part of this activity, each student will: develop a personal meaningful definition of leadership, create a personal leadership philosophy, examine their own strengths and weaknesses relative to effective leadership, and draft a personal leadership development plan. Further details and instructions are posted on BlackBoard and discussed in class. All work should be submitted through the respective Blackboard assignment link.

Case Studies: Designated case studies are assigned as indicated in the syllabus. Requirements are posted in Blackboard/Course Content.

Examinations / Quizzes: Students will be assessed through chapter quizzes which will address the concepts and theories discussed over the semester. The quizzes will be available through **BlackBoard**.

Make up and Late Assignment/exam/quiz policy: As a general rule, make-ups or late submissions will NOT be offered or accepted for any missed assignments/exams/quizzes. Late submissions or make-ups may be accepted/administered only in **extra-ordinary circumstances** such as an excused official university activity, a severe illness, or a dire emergency. However, you must provide comprehensive documentation either **before or within a few days** of the missed assignment/quiz/exam.

BlackBoard closes at 11:59 pm on the last day of the term, and no assignments are accepted after the due date listed in the syllabus.

Class conduct and civility code: Everyone in class is expected to follow all rules in the student handbook, as well as common courtesy during classroom lectures and discussions in class and online, including the following:

1. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
2. Student must retain copies of all assignments and graded work for verification purposes and provide it to the instructor, if necessary. Keep your own copies of all computer files and e-mails till final grade is received.
3. For any questions about the exams and assignments, a student should contact the instructor well in advance of the day they are due, so the instructor may have enough time to provide feedback.
4. All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account. The instructor will reply to a student e-mail messages and voice messages within 24 hours during weekdays (MondayFriday).
5. All assignment submissions must be uploaded to Blackboard by the due date and time. Submission window may close or marked late, even if late by one second.

Anyone violating these policies may be subject to disciplinary actions.

Class attendance and Participation: Students are responsible for the materials covered in the syllabus. The course covers a lot of material and most students find at least some parts of it difficult. Class participation will be evaluated through discussion boards, presentations to make the class more interesting and enhance the learning experience. Students are strongly encouraged to ask questions, participate in topic discussions and problem solving through your presentations, and visit/contact the instructor during office hours in case of questions or concerns. Good attendance and participation will be rewarded when final grades are assigned.

The course is intensive and challenging and you are expected to master the materials presented in class. The structure of the class makes your individual study and preparation outside of class extremely important, and may vary considerably based on student background. However, a **minimum** of two hours of work outside the class is expected for every one hour of class period per week. Reading the assigned chapter(s) and having some familiarity with them before class will be very useful for understanding lectures.

IMPORTANT POLICIES AND RESOURCES

Academic Accommodations for Individuals with Disabilities: Texas A&M University-San Antonio is committed to providing all students with reasonable access to learning opportunities and accommodations in accordance with The Americans with Disabilities Act, as amended, and Section 504 of the Rehabilitation Act. If you experience barriers to your education due to a disability or think you may have a disability, Disability Support Services is located in the Central Academic Building, Suite 210. You can also contact us via phone at (210) 784-1335, visit us <https://www.tamusa.edu/DisabilitySupport-Services/index.html> or email us at dss@tamusa.edu. Disabilities may include, but are not limited to, attentional, learning, mental health, sensory, physical, or chronic health conditions. All students are encouraged to discuss their disability-related needs with Disability Support Services as soon as possible.

Academic Learning Center: The Academic Learning Center provides free course-based tutoring to all currently enrolled students at Texas A&M University-San Antonio. Students wishing to work with a tutor can make appointments through the Brainfuse online tutoring platform. Brainfuse can be accessed in the Tools section of Blackboard. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu, calling (210) 784-1307, or visiting the Central Academic Building, room 202.

Counseling/Mental Health Resources: As a college student, there may be times when personal stressors interfere with your academic performance and negatively impact your daily functioning. If you are experiencing emotional difficulties or mental health concerns, support is available to you through the Student Counseling Center (SCC). To schedule an appointment, call 210-784-1331 or visit Madla 120.

All mental health services provided by the SCC are free and confidential (as the law allows). The Student Counseling Center provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. For more information on SCC services visit <http://tamusa.edu/studentcounseling>

Crisis support is available 24/7 by calling the SCC at 210-784-1331.

Additionally, the TELUS Student Support App provides a variety of mental health resources to including support for in the moment distress, an anonymous peer-to-peer support network, mental health screenings, podcasts, and articles to improve your mental wellbeing.



Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio's mass notification. In the event of an emergency, such as inclement weather, students, staff and faculty, who are registered, will have the option to receive a text message, email with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com>

More information about Emergency Operations Plan and the Emergency Action Plan can be found here: <https://www.tamusa.edu/about-us/emergency-management/>

Download the SafeZone App (<https://safezoneapp.com/>) for emergencies or call (210) 784-1911. NonEmergency (210) 784-1900.

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended by the published Census Date (the first week of class). Any student receiving federal financial aid who does not attend prior to the published Census Date (the first week of class) will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

Writing, Language, and Digital Composing Center: The Writing, Language, and Digital Composing Center supports graduate and undergraduate students in all three colleges as well as faculty and staff. Tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Our language tutors support students enrolled in Spanish courses and students composing in Spanish for any assignment. Our digital studio tutors support students working on digital projects such as eportfolios, class presentations, or other digital multimedia projects. Students can schedule appointments through JagWire under the Student Services tab. Click on "Writing, Language, and Digital Composing Center" to make your appointment. The Center offers face-to-face, synchronous online, and asynchronous digital appointments. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our website at <https://www.tamusa.edu/academics>.

Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to submit a CARE referral

(<https://www.tamusa.edu/university-policies/StudentRights-and-Responsibilities/file-a-report.html>) for support. Furthermore, please notify the professor if you are comfortable in doing so. This will enable them to direct you to available resources.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to visit the Office of Military Affairs for any question involving federal or state VA Education Benefits. Visit the Patriots' Casa building, room 202, or to contact the Office of Military Affairs with any questions at military.va@tamusa.edu or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under the policy, students are provided with an opportunity to make up any examination, study, or course work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as "F" grades and will impact the student's GPA.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equal opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality and the uniqueness of the individual on our campus and within our state, nation, and world. All decisions and actions involving students and employees are to be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, or pregnancy/parenting status. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the University's Civil Rights Officer at 210-784-2061 or titleix@tamusa.edu.

Texas A&M University-San Antonio faculty are committed to providing a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex- or gender-based discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking based on sex, know that help and support are available. A&M-San Antonio's Title IX Coordinator can support those impacted by such conduct in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the Title IX Coordinator. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and trained

victim advocates) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about a situation of sexual harassment, sexual violence, or other related sex-based misconduct, the faculty member must share that information with the university's Title IX Coordinator (titleix@tamusa.edu, 210-784-2061, CAB 439K). If you wish to speak to a confidential employee who does not have this reporting requirement, you can contact the Student Counseling Center at (210) 784-1331 or visit them in Madla 120.

Pregnant/Parenting Students: Texas A&M-San Antonio does not require a pregnant or parenting student, solely because of that status or issues related to that status, to (1) take a leave of absence or withdraw from their degree or certificate program; (2) limit the student's studies; (3) participate in an alternative program; (4) change the student's major, degree, or certificate program; or (5) refrain from joining or cease participating in any course, activity, or program at the University. The university will provide such reasonable modifications to pregnant students as would be provided to a student with temporary medical condition that are related to the health and safety of the student and the student's unborn child. These could include maintaining a safe distance from substances, areas, and activities known to be hazardous to pregnant individuals and their unborn child; excused absences because of illness or medical appointments; modified due dates for assignments; rescheduled tests/exams; taking a leave of absence; and being provided access to instructional materials and video recordings of lectures for excused absences, if these would be provided to any other student with an excused absence. Pregnant/parenting students are encouraged to contact the Title IX Coordinator with any questions or concerns related to their status (titleix@tamusa.edu; 210-784-2061; CAB 439K). Texas A&M-San Antonio has also designated the Title IX Coordinator as the liaison officer for current or incoming students who are the parent or guardian of a child younger than 18 years of age. The Title IX Coordinator can provide students with information regarding support services and other resources.

Young Jaguars: can support parenting students with daycare who meet this criteria: Must be enrolled in classes at TAMUSA in the current semester. Must be Pell eligible or a single parent. They serve children ages 3 to 12-years-old. Children must be enrolled in Pre-K-3 through 6th grade. youngjaguars@tamusa.edu (210) 784-2636.

Students' Rights and Responsibilities: The following statement of students' rights and responsibilities is intended to reflect the philosophical base upon which University Student Rules are built. This philosophy acknowledges the existence of both rights and responsibilities, which is inherent to an individual not only as a student at Texas A&M University-San Antonio but also as a citizen of this country.

Students' Rights

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no University rule or administrative rule that in any way abridges the rights of freedom of speech, expression, petition and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the University, free from any form of discrimination, including harassment, on the basis of race, color,

national or ethnic origin, religion, sex, disability, age, sexual orientation, gender identity, gender expression, and pregnancy/parenting or veteran status in accordance with applicable federal and state laws.

3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university students' rules shall be assured a fundamentally fair process.

Students' Responsibilities

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty, and administration.
2. A student has the responsibility to be fully acquainted with the published University Student Rules found in the Student Handbook, Student Code of Conduct, on our website, and University Catalog, and to comply with them, as well as with federal, state, and local laws.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide a safe environment for learning.
5. A student has the responsibility to check their university email for any updates or official university notifications.

We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation, or disability. Conduct that infringes on the rights of another individual will not be tolerated. Students are expected to exhibit a high level of honesty and integrity in their pursuit of higher education. Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as academic misconduct. For more information on academic misconduct policies and procedures please review the Student Code of Conduct (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/documents/Student-Handbook-2022-23.pdf>) or visit the resources available in the OSRR website (<https://www.tamusa.edu/university-policies/student-rights-and-responsibilities/academicintegrity.html>).

NO USE OF GENERATIVE AI PERMITTED:

MGMT 4344 assumes that all work submitted by students will be generated by the students themselves, working individually or in groups. Students should not have another person/entity do the writing of any portion of an assignment for them, which includes hiring a person or a company to write assignments and/or using artificial intelligence (AI) tools like ChatGPT. Use of any AI-generated content in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity

Important Dates: Fall 2025 Regular 16-Week Session

August 25	First day of class
September 1	Labor Day Holiday – No classes
September 10	Census Date
November 14	Last day to drop with an automatic “W”
November 25	Last day to withdraw from the University
November 26	Study Day – No classes
November 27-29	Thanksgiving Holiday – No classes
December 4	Last day of classes
December 5	Study Day – No classes
December 6-12	Final exams
December 16	Commencement

The complete academic calendar is available online:

<https://www.tamusa.edu/academics/academiccalendar/index.html>

SYNCHRONOUS
(Attendance is required – Attendance will be assessed via the Zoom Report)

The provisions and information set forth in the schedule below are intended to be informational and not contractual in nature. The instructor reserves the right to amend, alter, change, delete or modify the provisions of the schedule.

<i>Week</i>	<i>Dates</i>	<i>Chapter and Topic</i>	<i>Assignments</i>	<i>Quizzes and assignments DUE @ 5:30 pm</i>
			All chapters should be read before the lecture and all self-assessments should be taken and submitted before the lecture for that class.	
1	08/28	Introductions, overview, syllabus	Please turn on camera and sound when you introduce yourself to class	
2	09/04	Chapter 1 Who Is a Leader and What Skills Do Leaders Need?	Read chapter 1 before class Self-assessments: Leadership Potential (see BB for instructions) Quiz: Chapter 1	9/04 @ 5:30 pm 09/11 @ 5:30 pm
3	09/11	Chapter 2 Leadership Traits and Ethics	Read chapter 2 before class Self-assessments: Big Five Personality Profile Case Study Chapter 2 Quiz: Chapter 2	 09/11 @ 5:30 pm 09/18 @ 5:30 pm 09/18 @ 5:30 pm
4	09/18	Chapter 3 Leadership Behavior and Motivation	Read chapter 3 before class Student Presentations (as scheduled/BB) Self-assessment: Your Behavioral Leadership Style Quiz: Chapter 3	Today 09/18 @ 5:30 pm 09/25 @ 5:30 pm
5	09/25	Chapter 4 Contingency Leadership Theories	Read chapter 4 before class Student Presentations (as scheduled) Self-assessments: Normative Leadership Style Quiz: Chapter 4	09/25 @ 5:30 pm 09/25 @ 5:30 pm 10/02 @ 5:30 pm
6	10/02	Chapter 5 Influencing: Power, Politics, Networking, and Negotiation	Read chapter 5 before class Student Presentations (as scheduled) Self-assessment: Networking Case Study Chapter 5 Quiz: Chapter 5	10/02 @ 5:30 pm 10/02 @ 5:30 pm 10/09 @ 5:30 pm 10/09 @ 5:30 pm

7	10/09	Chapter 6 Communication, Coaching, & Conflict Skills	Read chapter 6 before class Student Presentations (as scheduled) Self-assessments: Listening Skills Quiz: Chapter 6	10/09 @ 5:30 pm 10/09 @ 5:30 pm 10/09 @ 5:30 pm 10/16 @ 5:30 pm
8	10/16	Chapter 7 Leader– Member Exchange and Followership	Read chapter 7 before class Student Presentations (as scheduled) Self-assessment: Effective Followers Case Study Chapter 7 Quiz: Chapter 7	10/16 @ 5:30 pm 10/16 @ 5:30 pm 10/23 @ 5:30 pm 10/23 @ 5:30 pm
9	10/23	Chapter 8 Team Leadership and Self Managed Teams	Read chapter 8 before class Student Presentations (as scheduled) Self-assessment: Assessing Teamwork Quiz: Chapter 8	10/23 @ 5:30 pm 10/23 @ 5:30 pm 10/30 @ 5:30 pm
10	10/30	Chapter 9 Charismatic & Transformational Leadership	Read chapter 9 before class Student Presentations (as scheduled) Self-assessment: Charismatic & Transformational Leadership Case Study Chapter 9 Quiz: Chapter 9	10/30 @ 5:30 pm 10/30 @ 5:30 pm 11/06 @ 5:30 pm 11/06 @ 5:30 pm
11	11/06	Chapter 10 Leadership of Culture, Ethics, and Diversity	Read chapter 10 before class Student Presentations (as scheduled) Self-assessment: Personal Values Quiz: Chapter 10	11/06 @ 5:30 pm 11/06 @ 5:30 pm 11/13 @ 5:30 pm
12	11/13	Chapter 11 Strategic Leadership and Change Management	Read chapter 11 before class Student Presentations (as scheduled) Self-assessment: Strategic Leaders Case Study Chapter 11 Quiz: Chapter 11	11/13 @ 5:30 pm 11/13 @ 5:30 pm 11/20 @ 5:30 pm 11/20 @ 5:30 pm
13	11/20	Chapter 12 Crisis Leadership and the Learning Organization	Read chapter 12 before class Student Presentations (as scheduled) Self-assessment: Learning Organizations Quiz: Chapter 12	11/20 @ 5:30 pm 11/20 @ 5:30 pm 12/04 @ 5:30 pm
	11/27		Happy Thanksgiving No Class!	
14	12/04	Student reflections ** Last Day of Classes **	Student Reflections from final paper– “Highlights of Final Paper” (as scheduled)	12/04 @ 5:30 pm
	12/06-12/12	FINAL EXAMS WEEK		
15	12/11	FINAL PAPER: Reflection Paper DUE 12/11		
	12/17	Grades due by noon		