

Course Syllabus

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MBA 711 (Module 1) Syllabus

This course is offered collaboratively through the UW MBA Consortium. Campus specific course information is listed below:

UW-Eau Claire: MBA 711 - Leading a Dynamic & Diverse Workforce

Credit Hours: 4.0

Course Term: Spring 2020

Delivery Mode: Online

Instructor Information

Section 840

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Course Description

Students in the UW MBA Consortium program come together from different industries and hold a variety of positions in every functional area of an organization. In their respective roles, our students are expected to manage projects, manage a bottom line, manage change, and manage the people involved. Throughout your studies you will be invited to share your professional experiences with each other so that all of us can increase our understanding today's dynamic world of business.

In this course, you will explore challenges and opportunities that commonly arise in the workplace. Specifically, you will develop skills in the broad areas of leadership, communication, and teamwork to help manage a diverse workforce in a dynamic business environment. The broad skills and specific knowledge gained in the course will be transferable across functional areas, industries, and positions. During the first ten weeks of the course you will explore best practices, theories, and examples of these broad skill areas. In the last four weeks you will have the opportunity to apply what you've learned to a fictional business case. Each unit will be a combination of readings, activities, and assignments. You will receive a score in the gradebook for graded individual and group assignments. That said, several of the activities we ask you to complete apply to the unit or units that follow but may not be graded. In these cases completing the activities contribute towards your class participation grade and apply to other assignments in the course.

Program Goals

This course addresses several program-level learning goals of the University of Wisconsin MBA Consortium's program, which are noted with an asterisk in the following list of all program goals.

Upon completion of the program, students will be able to demonstrate the knowledge and skills necessary to be effective leaders who can do the following in a global and domestic context:

- *Lead a diverse and inclusive organization.
- *Demonstrate a sense of social and ethical responsibility.
- Identify and evaluate market opportunity.
- Create and sustain competitive advantages.
- *Communicate effectively in organizations.
- Use critical thinking and analytical reasoning to make informed business decisions.
- Create and maintain a dynamic vision for personal and professional development.

Course Goals

This course aims to help prepare such leaders by focusing on the following objectives. Upon completion of this course, students will be prepared to:

- Use strategies for leading effective teams.
- Develop effective written and oral communication skills.
- Demonstrate respect for a diverse workforce and work environment.
- Apply strategies for developing and retaining high-performing employees.

Textbooks

- Collins, Jim (2001). *Good to Great: Why Some Companies Make the Leap and Others Don't*, 1st edition, HarperBusiness. ISBN: 978-0066620992.
- Collins, Jim (2009). *How The Mighty Fall: And Why Some Companies Never Give In*, 1st edition, JimCollins. ISBN: 978-0977326419.
- *Dempsey, Martin (2018). *Radical Inclusion: What the Post-9/11 World Should Have Taught Us About Leadership*, 1st edition, Missionday. ISBN: 978-1939714107
- Eisenberg Eric, M., Angela Trethewey, Marianne LeGreco, and H. L. Goodall Jr. (2016). *Organizational Communication: Balancing Creativity and Constraint*, 8th edition, Boston: Bedford/St. Martin's, ISBN: 978-1-319-05234-8.
- Eunson, Baden. (2007). **Conflict Management, 1st edition**. Milton, Australia; Berkeley, CA: John Wiley & Sons, ISBN: 978-0731406517.
Note: This is an eBook available through McIntyre library. The print version is not a required purchase; however, **printed copies are available for approximately \$20 through Amazon**.
- *Lencioni, Patrick (2002). *The Five Dysfunctions of a Team: A Leadership Fable*, 1st edition, Jossey-Bass. ISBN: 978-0787960759.
- Patterson, Kerry, Joseph Grenny, Ron McMillan, and Al Switzler (2011). *Crucial Conversations: Tools for Talking When Stakes Are High*, 2nd edition, McGraw Hill. ISBN: 978-0071771320. **Note: This is also available as an eBook through McIntyre library.**

Unless otherwise noted, these books are available in hard copy as well as eBooks. In some cases, you may need clarification of page numbers if using eBooks. Address questions on page numbers with your instructors.

We recognize the required reading list may appear long. In light of this we wish to provide you some insight and clarify expectations related to these readings. First, we did not approach design of the course with a "traditional" business text book in mind. Instead, we selected books recommended by senior business leaders that also addressed the course goals. These books can be found on Fortune or the Wall Street Journal's list of best AND most read management books. Individually, these books are shorter and less expensive compared to the traditional course text. Readings have also been spread out across the course to provide as even a reading pace as possible. Because of this you may find that some readings do not directly align with the topic of that unit -- but you'll find they align with a unit that follows (these readings are also noted with an asterisk). Finally, in designing the course we were careful to include reading time into the expectations of each week; you'll see this reflected in the *tables of approximate time commitment* we've included within each unit. Of course you are welcome to read ahead-- if you chose this route we recommend starting with *From Good to Great*.

Orientation Requirement

All students need to successfully complete the following required orientation activities:

- View the orientation videos
- Complete the orientation quiz with at least an 85% score
- Attend the live webinar OR watch the recording if you are unable to attend during the live session

Any student who does not successfully complete these required orientation activities by the deadlines listed in the orientation course will not be allowed to continue in Module 1.

Course Topical Outline

- Unit 1: Managerial Communication in Organizations
- Unit 2: Leadership Styles -- Looking Inward
- Unit 3: Leadership Styles -- Leading Others
- Unit 4: Communication Styles and Power
- Unit 5: Lead Teams
- Unit 6: Team Dynamics and Performance

- Unit 7: Coach and Motivate Employees
- Unit 8: Recruitment, Performance Management/Development & Employee Retention
- Unit 9: Crucial Conversations
- Unit 10: Conflict Management & Negotiation
- Unit 11: Policies & Company Values
- Unit 12: Recruitment & Retention
- Unit 13: Team Development, Conflict Management, & Negotiation
- Unit 14: Case Summary & Closing

Assignments and Activities

In this course, you'll have discussions, individual assignments, a case project, and weekly commentaries with embedded activities. See each unit in the content area for specific details about these assignments.

Assignments in this course will be weighted as follows:

Assessments	Percentage
Discussions	30%
Individual Assignments	25%
Peer Review	5%
Case Project	40%
Total	100%

Individual Assignments

Submit your individual assignments to the appropriate assignment by 11:59 p.m. central time on the due date in the calendar.

Submit all of your assignments in Microsoft Word format. Assignments in other file formats will receive a score of 0 if we cannot open them. We cannot open files in WordPerfect, Works, or other program. Make sure that your file names end with .doc or .docx. Occasionally, we will receive files that do not have any extension at all. We cannot open these files even if they were created in Word.

Discussion Postings

Reply to discussions by 11:59 p.m. central time on the due date in the calendar.

Note: Late discussions, regardless of how late they are, receive a score of 0.

Interactivity between you and your classmates and between you and your instructors is essential to your success in this course. Throughout the course, we will participate in discussions that require an original response from you as well as a response from you to another student.

Most discussions will have a discussion leader who facilitates the discussion and summarizes the main themes of the discussion. See the [Discussion Leader Guidelines](#) and the [Discussion Participation Instructions & Rubric](#) for more information.

Compose discussions in Microsoft Word or Notepad and then copy and paste the material into your discussion message. That way if your browser crashes, you can just open it up again and re-paste the message.

Discussions should be spell checked and use standard English grammar.

Grading Scale

The following grading scale applies in this course:

Letter	Percent Range
A	93–100%
A-	90–92.9%

B+	87–89.9%
B	83–86.9%
B-	80–82.9%
C+	77–79.9%
C	73–76.9%
C-	70–72.9%
D+	67–69.9%
D	63–66.9%
D-	60–62.9%
F	0–59.9%

Late Work & Authorized Absence Policy

Any **individual** assignments (including individual case assignments) turned in after the deadline receive a 10% deduction each day it is late for up to three days. For example, if you miss an 11:59 p.m. due date on Monday but turn the assignment in before 11:59 p.m. on Tuesday, the assignment will receive a 10% deduction. If it is after 11:59 p.m. on Tuesday and you still haven't turned in the late assignment but turn it in before 11:59 p.m. Wednesday, the assignment receives a 20% deduction, and so on. After three days, the assignment receives a score of 0.

Note: This late work policy does not apply to discussion assignments. See the "Discussion Postings" section for more information.

If you have work or emergencies that prevent you from completing course work, please communicate with us so that we can keep you on track in the course.

An absence will be considered excused or authorized according to the [UW-Eau Claire Authorized Absence Policy](#).

Academic Conduct

To foster a productive learning environment, all students are required to accept and adhere to the Student Code of Conduct agreement in order to participate in this course.

Academic Honesty

Unless we specify otherwise, all work that you turn in should be an individual effort. We do encourage you to seek your peers' opinions of your work or ask for specific feedback from your peers on individual assignments. There will also be assigned collaboration and peer editing. However, the sentence structure, wording, and content for your assignments and discussions must be your original work. Academically dishonest behaviors include (but may not be limited to) the following:

- Intentionally or unintentionally presenting someone else's ideas or words as your own, either as a direct quote or paraphrased or summarized material, without the proper citation. You can cite your sources in APA format. See the course [Writing Guide](#) for more information.

- Submitting work that is identical to or so similar to that of another's in its wording, sentence structure, and content that it cannot be considered original.
- Plagiarizing yourself by submitting work for evaluation in this course that was previously graded or otherwise evaluated in another course. You can cite your previous work. If you want to use your previous work, contact me first.
- Making up data or citations.
- Helping someone else engage in academically dishonest behavior.
- Violating copyright laws. In some cases, citing a source is not sufficient; you also have to obtain permission from the original source for the materials you use. If you submit materials from your workplace for this course, be sure you have permission to share these materials publicly. Likewise, if you use any materials from this course outside this course, you may need permission to use them (e.g., in your company's training manuals, publications, or style guides).
- Any form of academic dishonesty will result in a grade of "F" for the assignment and will follow the student academic disciplinary procedures as established by the UW System Board of Regents ([UWS Chapter 14](#)).

Our assumption is that you will do your own work and that academic honesty will not be an issue. While we realize that the Internet makes cheating much easier, we have also discovered that it also makes cheating much easier to detect. If you are tempted to cheat, ask yourself why. If you feel the need to cheat because the work is too hard or you're overwhelmed by the online environment, contact one of us. We will work with you so that you can complete the course with your self-respect intact. If you feel the need to cheat because you got behind or procrastinated, preserve your self-respect by accepting the lost points or by dropping the course and taking it when you're in a better position to succeed.

Accommodation for Students with Disabilities

In order to ensure that all of our students have equitable access to our online course materials, we strive to meet the guidelines set by Section 508 of the Rehabilitation Act, which requires the public to provide reasonable accommodations to individuals with disabilities when posting web-based materials. Canvas, our learning management system, has Gold-Level Nonvisual Accessibility Web Certification by the National Federation of the Blind. If you need accommodations, please contact Online Course Support at 888.832.7090 or 715.836.6019 or email bizhelp@uwec.edu and we will work with you to find a reasonable accommodation.

Student Expectations

This is a 4-credit course and therefore we anticipate that you will spend approximately 10 hours per week on this course, including time spent reading, completing required activities, and completing the assignments. We have included reading time in the tables of *approximate* time commitment we've included within each unit. We recommend that you get into the habit of doing the required readings as soon as possible and refer to the calendar for all deadlines.

Group participation is a critical to the success of this class. We expect you to participate from the first day of class. This means that each of you will become familiar with Canvas and will immediately become active in your small groups. If a group member is not active, we expect you to contact that person and/or let us know of their delay. We will ask you to fill out peer evaluations to help us evaluate group participation. **Note:** Choosing not to participate in group work will result in failing this course.

For questions related to the course, please post in the [🔗 Ask the Class/Raise your Hand](#) discussion forum. We will respond to any questions posted within 24 hours (weekend responses may take longer). If you find that someone has posted a question that you can answer and we haven't responded yet, please feel free to help each other out! If you have a question that you would prefer to ask privately (e.g., a grade question), feel free to email us. You will find our emails and phone numbers in the Instructor Intro pages located in the [Course Information](#) module and in the [People](#) tool.

To ensure a timely and accurate response to your message, remember to keep your communication positive, constructive, and relevant to the course. Please also remember to be professional: use standard capitalization, punctuation, and appropriate language; spell check your messages before sending them; and be sure to include all the information we will need to act on your message.

Check the News area on the course homepage for course related announcements, thoughts from the instructors, and other updates and information pertinent to the course.

You can [subscribe to notifications](#) if you wish to receive an email or text alert when new messages have been posted to the course.

Read the written feedback and completed rubrics for all assignments. You have to click to expand the written comments from your instructors. Below is a picture of what that looks like in Grades. **[Click here to view a video demonstrating how to expand your feedback in Canvas](#)** .

The screenshot shows a Canvas Grades entry for 'Unit 5: Food Scarcity in Apache Falls' with a due date of 'Oct 12 by 11:59pm'. It has a score of 49/50. A red box highlights a feedback icon, with a red arrow pointing to it. Below the entry, a comment from Julia Lehman Caldwell, dated Oct 21 at 12:10pm, is visible. The comment text is: 'TIF funding seems very realistic and this suggestion will be helpful to the council and to city staff. The Mobile Market is a great idea but funding it will be tough without any incentives. Great job!'. A 'Close' button is also visible.

You should plan on logging in to the course at least once per day Monday-Friday.

For more information, see the **Online Course Resources** area on the left side navigation bar .

Instructor Expectations

We will respond to any emails or discussion posts within 24 hours during the Monday through Friday work week. We will be checking the course periodically on weekends but can't guarantee a response.

We will try to provide assignment feedback within 7 business days after the deadline.

Final Grades

Your final grade for the course will be posted in the Canvas **Grades**. Please check the Canvas **Grades** regularly to make sure that your grades have been posted correctly. If you notice an error, please contact us as soon as possible so that we can investigate.

Additional Information and Resources

Additional information and resources can be accessed via links on the Navigation bar of this course. Specifically:

- For tips and guidance on participating in discussions, refer to the Netiquette policy.
- For help with accessing reserved library articles (login and password), refer to the Library Guide in the "Online Course Resources" link on the sidebar.

Course Summary:

Date	Details	
Mon Feb 3, 2020	<u>Complete the Code of Conduct</u>	12am
	<u>Tell Us Your Story</u>	due by 11:59pm
Tue Feb 4, 2020	<u>Unit 1 Discussion: Preliminary Analysis of Communication in your Organization</u>	due by 11:59pm
	<u>Unit 1 Individual Assignment: Audience Analysis</u>	due by 11:59pm
Fri Feb 7, 2020	<u>Unit 1 Discussion: Preliminary Analysis of Communication in your Organization Response Posts</u>	to do: 11:59pm
Mon Feb 10, 2020	<u>Unit 2 Overview, Required Readings, & Assignment Timeframe</u>	to do: 11:59pm
Tue Feb 11, 2020	<u>Unit 2 Individual Assignment: Radical Inclusion Reflection</u>	due by 11:59pm

Date	Details	
Fri Feb 14, 2020	<u>Unit 2 Individual Assignment: Implicit Bias Reflection</u>	due by 11:59pm
	<u>Unit 2 Individual Assignment: Response to StrengthsFinder Instrument</u>	due by 11:59pm
Mon Feb 17, 2020	<u>Unit 3 Overview, Required Readings, & Assignment Timeframe</u>	to do: 11:59pm
Tue Feb 18, 2020	<u>Unit 3 Discussion: Inclusion</u>	due by 11:59pm
Wed Feb 19, 2020	<u>Unit 3 Discussion: Rectifying Digital Echo Experiences</u>	due by 11:59pm
Fri Feb 21, 2020	<u>Safe Spaces & Safe Places Quiz</u>	due by 11:59pm
	<u>Unit 3 Individual Assignment: Safe Spaces & Safe Places Worksheet</u>	due by 11:59pm
	<u>Unit 3 Discussion: Inclusion Response Post</u>	to do: 11:59pm
Mon Feb 24, 2020	<u>Unit 4 Overview, Required Readings, & Assignment Timeframe</u>	to do: 11:59pm
Tue Feb 25, 2020	<u>Unit 4 Discussion: Ideologies & Power — Where Does Your Capital Lie?</u>	due by 11:59pm
	<u>Unit 4 Discussion: When Leadership Styles Collide</u>	due by 11:59pm
Fri Feb 28, 2020	<u>Unit 4 Discussion: Ideologies & Power — Where Does Your Capital Lie? Response Posts</u>	to do: 11:59pm
	<u>Unit 4 Discussion: When Leadership Styles Collide Response Posts</u>	to do: 11:59pm
Mon Mar 2, 2020	<u>Unit 5 Overview, Required Readings, & Assignment Timeframe</u>	to do: 11:59pm
Tue Mar 3, 2020	<u>Unit 5 Discussion: Visioning Best Practice and the Use of Emotional Intelligence</u>	due by 11:59pm
Fri Mar 6, 2020	<u>Unit 5: Food Scarcity in Apache Falls</u>	due by 11:59pm
	<u>Unit 5 Discussion: Visioning Best Practice Response Posts</u>	to do: 11:59pm
Mon Mar 9, 2020	<u>Unit 6 Overview, Required Readings, & Assignment Timeframe</u>	to do: 11:59pm
Tue Mar 10, 2020	<u>Unit 6 Discussion: Identifying Threats to Teams and Leaders</u>	due by 11:59pm
Fri Mar 13, 2020	<u>Unit 6 Individual Assignment: Evaluating your Team Dysfunctions</u>	due by 11:59pm
	<u>Unit 6 Discussion: Identifying Threats to Teams and Leaders Response Post</u>	to do: 11:59pm
Mon Mar 16, 2020	<u>Unit 7 Overview, Required Readings, & Assignment Timeframe</u>	to do: 11:59pm
Tue Mar 17, 2020	<u>Unit 7 Discussion: Tell Your Story with Meaning-Making Communication</u>	due by 11:59pm

Date	Details	
Fri Mar 20, 2020	<u>Unit 7 Individual Assignment: What Would You Do to Motivate This Team Case Analysis</u>	due by 11:59pm
	<u>Midterm Course Evaluation</u>	to do: 11:59pm
	<u>Unit 7 Discussion: Tell Your Story with Meaning-Making Communication Response Post</u>	to do: 11:59pm
Mon Mar 23, 2020	<u>Unit 8 Overview, Required Readings, & Assignment Timeframe</u>	to do: 11:59pm
Tue Mar 24, 2020	<u>Unit 8 Discussion: Crucial Conversations at Big City Bank Mini-Case — Reasons Behind the Pay Disparity.</u>	due by 11:59pm
	<u>Unit 8 Discussion: Working with Protected Classes</u>	due by 11:59pm
Fri Mar 27, 2020	<u>Unit 8 Individual Assignment: Recruitment and Retention — The Rooney Rule</u>	due by 11:59pm
	<u>Unit 8 Discussion: Working with Protected Classes Response Post</u>	to do: 11:59pm
Mon Mar 30, 2020	<u>Unit 9 Overview, Required Readings, & Assignment Timeframe</u>	to do: 11:59pm
Tue Mar 31, 2020	<u>Unit 9 Discussion: Application of Crucial Conversations to a Personally Relevant Situation</u>	due by 11:59pm
	<u>Unit 9 Discussion: Case Analysis of Crucial Conversations on an Individual Level</u>	due by 11:59pm
Fri Apr 3, 2020	<u>Unit 9 Individual Assignment: Case Analysis of Crucial Conversations at a Team Level</u>	due by 11:59pm
	<u>Unit 9 Discussion: Application of Crucial Conversations to a Personally Relevant Situation Response Post</u>	to do: 11:59pm
	<u>Unit 9 Discussion: Case Analysis of Crucial Conversations on an Individual Level Response Posts</u>	to do: 11:59pm
Mon Apr 6, 2020	<u>Unit 10 Overview, Required Readings, & Assignment Timeframe</u>	to do: 11:59pm
Tue Apr 7, 2020	<u>Unit 10 Discussion: Share Your Case Results</u>	due by 11:59pm
	<u>Unit 10 Individual Assignment: Miranda's Next Steps</u>	due by 11:59pm
Fri Apr 10, 2020	<u>Unit 10 Discussion: Share Your Case Results Response Post</u>	to do: 11:59pm
Mon Apr 13, 2020	<u>Unit 11 Overview, Required Readings, & Assignment Timeframe</u>	to do: 11:59pm
Tue Apr 14, 2020	<u>Unit 11 Discussion: Organizational Hierarchy</u>	due by 11:59pm
	<u>Unit 11 Discussion: Values & Social Contract</u>	due by 11:59pm

Date	Details	
Fri Apr 17, 2020	<u>Unit 11 Individual Assignment: Dress Code & Audience Analysis</u>	due by 11:59pm
	<u>Unit 11 Discussion: Organizational Hierarchy Response Posts</u>	to do: 11:59pm
	<u>Unit 11 Discussion: Values & Social Contract Response Posts</u>	to do: 11:59pm
Mon Apr 20, 2020	<u>Unit 12 Overview, Required Readings, & Assignment Timeframe</u>	to do: 11:59pm
	<u>Unit 12 Discussion: Copia Brands & LinkedIn</u>	due by 11:59pm
Tue Apr 21, 2020	<u>Unit 12 Discussion: Motivational Leadership at Copia Brands</u>	due by 11:59pm
	<u>Unit 12 Individual Assignment: Recruitment Plan</u>	due by 11:59pm
	<u>Unit 12 Discussion: Copia Brands & LinkedIn Response Posts</u>	to do: 11:59pm
Fri Apr 24, 2020	<u>Unit 12 Discussion: Motivational Leadership at Copia Brands Response Posts</u>	to do: 11:59pm
	<u>Unit 13 Overview, Required Readings, & Assignment Timeframe</u>	to do: 11:59pm
Mon Apr 27, 2020	<u>Unit 13: Team Threats Discussion</u>	due by 11:59pm
Fri May 1, 2020	<u>Unit 13 Individual Assignment: Negotiation Contract</u>	due by 11:59pm
	<u>Unit 13 Individual Assignment: Signs of Dysfunction</u>	due by 11:59pm
	<u>Unit 13: Team Threats Discussion Response Posts</u>	to do: 11:59pm
Fri May 8, 2020	<u>Complete Peer Evaluation</u>	due by 11:59pm
	<u>Week 14 Group Assignment: Annual Report</u>	due by 11:59pm
Fri May 15, 2020	<u>Final Course Evaluation</u>	to do: 11:59pm
	<u>Final Grade</u>	
	<u>Sum of Peer Evaluations</u>	
	<u>Unit 5 Discussion: Examples of Emotional Intelligence</u>	