



UNIVERSITY OF THE INCARNATE WORD

ORGL 6343 Strategic Leadership COURSE OUTLINE

I. Instructor

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University of the Incarnate Word
Office Hours: By appointment

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II. Catalog Course Description

This course introduces students to the fundamentals of strategic leadership in the context of organizational development.

III. Course Objectives

At the end of this course the student should be able to:

- Appreciate the contribution that strategic leadership can make to successful performance, both for individuals and for organizations;
- Be aware of the origins of strategy and how views on strategy have changed over time;
- Be familiar with some of the key questions and terminology in strategy;
- Understand the debates that surround corporate values and social responsibility

IV. Methodology

Assessment will include graded discussion, submitted essays, objective testing, participation and engagement, and an overarching group project which will require both collaborative and research skills.

V. Course Requirements / Grading

A. *Readings*. Required readings are assigned from the course text and supplemental sources which will be provided to the student.

B. *Discussion questions*. Throughout the course there will be a series of weekly graded discussion questions intended to highlight specific aspects of strategic leadership. Contributions to these discussions are *required and must be substantive in nature*. Each student will be asked to give their initial response and then respond to at least (3) other classmate discussion posts. To be clear then each week for discussion questions the student will be responsible for at least (4) discussion posts.

C. *Essays*. There will be 3 individual essay assignments in this course.

D. *Objective tests*. There will be two objective exams. These are open book/open notes exams intended to cement the students knowledge of the course material.

E. *The Group Presentation*. Students will collaboratively develop a 15-20 multimedia presentation, to be reviewed and graded by their peers, covering a specifically assigned topic germane to strategic leadership. In the group project students will be expected to exercise both collaborative and analytical skills.

F. *Class Participation*. Students are expected to fully engage in each discussion, in the group project, and in completing the assignments in a timely fashion.

H. *Professionalism*. Students will act professionally. Many of the topics we will touch upon may be sensitive and individuals in the course may have strong opinions, but we will maintain a respectful tone, proper decorum, and appropriate etiquette throughout the course. Late work is strongly discouraged, but will be accepted with a significant penalty: the grade will be decremented by 20 points for each 24 hour period it is late. Due dates and times for assignments are clearly outlined and must be adhered to. If a truly calamitous circumstance arises that may interfere with the timely completion of assignments, notify your instructor PRIOR to the assignment due date. All date/time references throughout this course pertaining to the assignments being due are for Central Time, regardless of the time zone within which the student is working.

VII. Method of Evaluation

A. Requirements

Individual Work	70%
<ul style="list-style-type: none"> • APA Tutorial (5%), • Introductions/Bios/Discussion Questions (30%), 	
<ul style="list-style-type: none"> • Three individual essays (20%) 	
<ul style="list-style-type: none"> • Two examinations (15%) 	
Group Work	20%
<ul style="list-style-type: none"> • Group Presentation (20%) 	
<ul style="list-style-type: none"> • Individual Participation (10%) 	10%

B. Grading

A	93 - 100	Completion of all work in a timely, excellent manner; demonstrating a clear understanding of the assignments, concepts, and course content.
A-	90-92.9	
B+	87-89.9	Completion of all work in a timely and approved manner but with room for improvement.
B	83-86.9	
B-	80-82.9	
C+	77-79.9	Incomplete work or work that is careless or imprecise.
C	73-76.9	
C-	70-72.9	
F	< 70	Unacceptable work.

VII. Required Text

Grant R.M., Jordan, J. *Foundations of Strategy* 2012. John Wiley & Sons Press. United Kingdom ISBN: 978-0-470-97127-7 e book available

VIII. Disability Statement

Disability Accommodations:

The University of the Incarnate Word is committed to providing a supportive, challenging, diverse and integrated environment for all students. In accordance with Section 504 of the Rehabilitation Act – Subpart E, Title III of the Americans with Disabilities Act (ADA), and Title III of the ADA Amendments Act of 2008 (ADAAA), the University ensures accessibility to its programs, services and activities for qualified students with documented disabilities. To qualify for services, the student must provide Student Disability Services with the appropriate documentation of his or her disability at the time services and/or accommodations are requested.

Pregnancy Accommodations:

Under the Department of Education's (DOE) regulations implementing Title IX of the Education Amendments of 1972, the University does not discriminate against any student on the basis of pregnancy or pregnancy related conditions.

To request reasonable accommodations for disability, temporary disability (e.g., injury, surgery) or pregnancy, please contact:

Student Disability Services
4301 Broadway CPO 286
Administration Building – Suite 105
San Antonio, TX 78209
(210) 829-3997
(210) 829-6078
www.uiw.edu/sds

IX. Title IX Information

Unlawful discrimination has no place at the University of the Incarnate Word. It violates the University's core values, including its commitment to equal opportunity and inclusion, and will not be tolerated. The University of the Incarnate Word prohibits sexual misconduct, that can include: (1) sex and gender based discrimination; (2) sexual and sex and gender based harassment (including a hostile environment based on sex or gender); (3) sexual assault; (4) sexual exploitation; (5) stalking; and (6) relationship violence (including dating and domestic violence). For more information, or to report an incident, please visit www.uiw.edu/titleix.

X. Academic Honesty

The highest standards of academic honesty are expected in the course. Forms of academic dishonesty include, but are not limited to cheating, plagiarism, counterfeit work, falsification of academic record, unauthorized reuse of work, theft, and collusion. See the student handbook for definitions and procedures for investigation of claims of academic dishonesty.

XI. General Course Schedule

	Weeks	Content	Deliverable
Leadership	1	What makes leadership strategic?	Bios and Intros DQ #1
Strategy	2	Chap 1 (Concept of strategy) Chap 2 (Industry analysis)	APA Tutorial Essay#1 DQ#2
	3	Chap 3 (Resources and capabilities) Chap 4 (The nature and sources of competitive advantage) Chap 5 (Industry evolution and strategic change)	DQ#3 Exam #1
	4	Chap 6 (Technology-based industries and the management of innovation) Chap 7 (Corporate strategy) Chap 8 (Global strategies and the multi-national corporation) Group Project introduction	DQ#4 Essay#2
Putting it all together	5	Chap 9 (Realizing strategy)	DQ#5 Exam #2
	6		Essay#3
	7		Group Presentation
	8		Grading of the group Presentation

PLEASE NOTE: The course schedule and outline are subject to modification at the discretion of the instructor.

XII. IMPORTANT “DROP COURSE” INFORMATION:

It is the student's responsibility to drop their course within the 100% refund period to avoid assessment of tuition and fees. There will not be a university-initiated drop for non-participation. If you do not plan to attend, you must drop your courses by Friday at 5 p.m. (CT) of the first week of the term to be within the 100% refund period. You may do so by emailing your request to virtual@uiwtx.edu. **A \$50 administrative fee is applied for all drops from courses offered through the Virtual University. ARMY Students** must drop their course(s) through **GoArmyEd** and the drop fee will be waived.

XII. COURSE RUBRICS:

These are the rubrics which will be used in the course

WRITTEN PAPER PERFORMANCE RUBRIC

Dr. Bob Kiser

This rubric will guide my grading of your papers. Unless specifically noted in the assignment, each of these elements should be present in your submitted assignments. I grade by assuming a starting score of 100, and then subtracting points as each area is reviewed.

	5 pts	4 pts	3 pts	2 pts	0 pts	Points earned
Thesis Statement/ Introduction	Clearly & concisely states the paper's purpose. The introduction is engaging, states the main topic & previews the structure of the paper.	Clearly states the paper's purpose. The introduction states the main topic & previews the structure of the paper.	States the paper's purpose. The introduction states the main topic but does not adequately preview the structure of the paper.	Incomplete &/or unfocused. There is no clear introduction or main topic & the structure of the paper is missing.	N/A	
Body & Content	The assigned topic is explicitly addressed in full with clarity and completeness. Each paragraph has thoughtful supporting detail sentences that develop the main idea.	Topic addressed but with noteworthy shortfalls in content. Each paragraph has sufficient supporting detail sentences that develop the main idea.	Topic only marginally addressed. Each paragraph lacks supporting detail sentences. Ideas not fully developed.	Each paragraph fails to develop the main idea. No evidence of structure or organization. Assigned topic not addressed.	N/A	
Conclusion	The conclusion is engaging & restates the thesis. Conclusions are strongly supported by the paper.	The conclusion restates the thesis. The paper supports conclusions.	The conclusion does not adequately restate the thesis. The paper does not support some conclusions.	Incomplete &/or unfocused. Little indication of synthesis or drawing of conclusions.	N/A	
Mechanics & Usage	No errors in syntax, punctuation, capitalization & spelling. No errors in sentence structure & word usage. Word limit adhered to	Almost no errors in syntax, punctuation, capitalization & spelling. Almost no errors in sentence structure & word usage. Word limit not adhered to.	Many errors in syntax, punctuation, capitalization & spelling. Many errors in sentence structure & word usage. Word limit significantly violated.	Very numerous errors in syntax, punctuation, capitalization & spelling.	N/A	
Style, Citations & Bibliography	APA style followed perfectly. All cited works are noted in the correct format with no errors. The paper includes, if applicable, more than the specified number of proper references, such as journal articles &/or books.	Minor violations of APA style. Some cited works are noted in the correct format. Inconsistencies evident. The paper includes, if applicable, the minimum specified number of proper references, such as journal articles &/or books.	Major violations of APA style. Few cited works are presented in the correct format. The paper includes, if applicable, less than the minimum specified number of proper references, such as journal articles &/or books.	No evidence of APA style. Citations absent. Includes few proper references, such as journal articles &/or books.	N/A	
Total points =						
Total points X4 (for final grade) =						

Your name:	Number of the group you are evaluating:
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[illegible]

This will inform the assigning of credit for group participation. Each group member will confidentially evaluate their group peers using this rubric.

List the members of your group: 1: 2: 3: 4: 5: 6:	List your name: List the name of the individual you are evaluating:
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	5 pts	4 pts	3 pts	2 pts	1 pt	0 pts	Points earned
Quality of Work	Work could be used by the instructor as a model for other students	May require minor improvement, but generally is of a high standard	Some major flaws, but flaws are fixable (and fixed)	Group members may need to repeat some part of the individual's efforts	Tries, but work not usable by the group	Relies on others in the group to do everything	
Quantity of Work	Does considerable extra work	More than carries his or her share of the work	Does just his or her share of the work	Sometimes falls behind in work effort		Is a slacker	
Creativity	Contributes many ideas to the project	Contributes some ideas	Occasionally makes a suggestion or contribution	Never contributes ideas		Actively belittles others ideas	
Reliability	Always follows through on commitments; attends and is on time for group meetings	Keeps commitments; may occasionally be late for group meetings	Completes tasks if reminded; may occasionally be late or miss a group meeting			Cannot be counted on	
Teamwork	Encourages others to speak; listens respectfully to the opinions of others		Tends to "take over" or argue unnecessarily		Fails to contribute OR is rude or disrespectful of others	Actively disruptive to the groups functioning	
Total Points Earned =							
Total Points earned X 4 to give final score =							

XIV. AIE Worksheet for ORGL 6343

Course number: ORGL 6343

Semester: Fall 1, 2016

Course Title: Strategic Leadership

Instructor: Dr Bob Kiser

Week	Alternative Instructional Equivalent (AIE) for Activity	Estimated Hours
<i>In-class Hours (if applicable)</i>		0 hours (this is an on-line course)
#1	Post bio (1) and respond to the bios of at least three others (1) Post response to the discussion question (1) and iteratively engage with at least three peers (2) View week 1 presentation (1)	6.0 hours
#2	View week 2 presentation (1) View video presentations (2) Post response to the discussion question (1) and iteratively engage with at least three peers (2) Complete the APA Tutorial (1) Submit Content Essay #1 (1)	8.0 hours
#3	View week 3 presentation (1) Post response to the discussion question (1) and iteratively engage with at least three peers (2) Submit Examination #1 (1)	5.0 hours
#4	View week 4 presentation (1) Post response to the discussion question (1) and iteratively engage with at least three peers (2) Complete Content Essay #2 (1) Initiate work on the group project (1)	6.0 hours
#5	View week 5 presentation (1) Post response to the discussion question (1) and iteratively engage with at least three peers (2) Submit Examination #2 (1) Group project work—to include internet research (3)	8.0 hours
#6	View presentation for week 6 and 7 (1) Submit Content Essay #3 (1) Group project work—to include internet research (3)	5.0 hours
#7	Group project work—to include internet research (3) Submission of group project (2)	5.0 hours
#8	Review, respond to, and evaluate presentations of other groups (4) Complete peer evaluations (1)	5.0 hours
	Total	48 hours