

Course Syllabus

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Course Information

This course is offered collaboratively through the UW MBA Consortium.

Course Title: MBA 701 - Leading & Communicating in Dynamic & Diverse Organizations

Course Section: 840

Credit Hours: 4.0

Course Term: Fall 2023

Delivery Mode: Online

Course Dates: September 11, 2023 – December 17, 2023

If you are considering dropping this course, having a conversation with your academic advisor is a good place to start. You should also let the instructor know what your plans are. Click the following links, based on your home campus, to learn more about dropping this course: [Consortium/UW-Eau Claire](#)Links to an external site. | [UW Oshkosh](#)Links to an external site. | [UW-Parkside](#)Links to an external site.

Instructor Information

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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 of 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 grade book 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.

Learning Outcomes

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

- Propose strategies for leading effective teams.
- Develop effective written communication skills.
- Demonstrate effective oral communication skills.
- Integrate a broad understanding of diversity into communication and leadership strategies.
- Apply strategies for developing and retaining high-performing employees.

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. The items with denoted with an asterisk are the program goals that this course helps you achieve.

- *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.

Required Course Materials

Textbooks

Title: Organizational Communication (8th edition, 2017)
Authors: Eisenberg.
ISBN: 978-1319052348

Title: The Five Dysfunctions of a Team: A Leadership Fable (1st edition, 2002)
Authors: Lencioni.
ISBN: 978-0787960759

Title: Crucial Conversations: Tools for Talking When Stakes Are High (3rd edition, 2021)
Authors: Grenny, Patterson, McMillan, Switzler, Gregory.
ISBN: 978-1260474183

Title: How to Be an Inclusive Leader: Your Role in Creating Cultures of Belonging Where Everyone Can Thrive (2nd edition, 2022)
Authors: Brown.
ISBN: 978-1523002009

Title: Communicating to Lead and Motivate (2017)
Authors: Sharbrough.
ISBN: 978-1606495247

[A digital copy of this book may be obtained at no cost through the UW-Eau Claire McIntyre Library by following this linkLinks to an external site..](#)

Optional Reading

Title: How The Mighty Fall: And Why Some Companies Never Give In (1st edition, 2009)
Author: Jim Collins
ISBN: 978-0977326419

Please note that this ISBN may differ from what appears on the UWEC bookstore website. If ordering from a source other than the UWEC bookstore, be sure to use the ISBN provided here to ensure you get the correct text.

[Click here to learn more about ordering textbooksLinks to an external site..](#) Contact mba@uwec.edu with any textbook-related concerns.

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 the design of the course with a “traditional” business textbook 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.

Harvard Business Review Coursepack – Required Purchase

We have created this Harvard Business Review coursepack so you can easily gain access to required and optional readings for the course. [This page details the required and optional readings included in the coursepack](#) and the weeks in which they are assigned.

Purchase Online: [Harvard Business Publishing Coursepack for MBA 701](#)[Links to an external site.](#) (Required readings cost a total of \$12.75; Optional and required readings cost a total of \$29.75)

Technology Requirements

Access to a computer and high-speed Internet connection that is capable of accessing Canvas is a requirement of this course.

Please review the minimum technology requirements and recommendations in the **Online Course Resources** link in the left-hand Course Navigation menu. To set yourself up for success, pay special attention to the sections on *Your Responsibilities, Strategies for Success, Tech Tips, and Tech Support*.

Course Topical Outline

- Unit 1: Managerial Communication in Organizations
- Unit 2: Looking at Yourself as a Leader
- Unit 3: EDI in Contemporary Leadership – Leading Others
- Unit 4: The Discourse of Leadership and Power
- Unit 5: Leading Teams
- Unit 6: Motivating Language – The Language of Leadership
- Unit 7: Team Dynamics and Performance
- Unit 8: Crucial Conversations
- Unit 9: A Leader's Role in People Management
- Unit 10: Conflict Management & Negotiation
- Unit 11: Policies & Company Values

- Unit 12: Team Development, Performance Management, and Retention
- Unit 13: Conflict Management and Negotiation
- Unit 14: Case Summary & Closing

Assignments & 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:

Assignment grade weights.	
Assessments	Percentage
Discussions	25%
Individual Assignments	35%
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 programs. 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. Please note that a single high-quality response meets the minimum standards for the course but will not be sufficient for above average marks. To achieve high scores in the discussions you will need to actively engage in discussions with your classmates. Be sure to refer to the Discussion Participation Instructions and Rubric for guidance on how to effectively engage in group discussions.

Most discussions will have a discussion leader who facilitates the discussion and summarizes the main themes of the discussion. See the [Discussion & Assignment Expectations](#) for more information, and [Discussion Leader Schedule](#) to see your group's leader rotation.

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.

Group Case Project

The summative (comprehensive) assessment in this course is the group case project. This project comprises Units 11–14. The purpose of these units is for you to demonstrate what you have learned in the course. Each unit contains an individual assignment and discussion, with Unit 14 culminating in a final group project. The assignments, discussions, and the final group project in Units 11-14 are included in the percentage of your grade allotted to the Group Case Project category.

As part of your final group project grade, you will complete a peer review activity. You must complete the peer review activity to receive a grade on the project itself. While the project is a group grade, your individual grade on the project may be adjusted based on the peer review scores you receive. You can find the details regarding the peer review process and use of peer review scores by going to the [Unit 14 Group Assignment](#) and the [Peer Review Questions](#).

Final Letter Grades Scale

The following grading scale applies in this course:

Final letter grades scale.		
Percentage	Consortium / UW-Parkside	UW-Oshkosh
93–100%	A	A
90–92.9%	A-	A-
87–89.9%	B+	B+
83–86.9%	B	B

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

Consortium's Excused Absence Policy

An absence will be considered excused or authorized according to the following institutional policies:

1. The student's home campus policy on excused absences will apply.
 - [UW Oshkosh](#) [Links to an external site.](#)
 - [UW-Parkside](#) [Links to an external site.](#) (see page 31)
2. UW MBA Consortium students will follow the [UW-Eau Claire Authorized Absence Policy](#). [Links to an external site.](#)

Late Work 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.

The Flexibility Clause: We recognize, of course, that sometimes life happens and that you may need some flexibility regarding a week's deadlines. If you have work or emergencies that prevent you from completing course work on time, please communicate with us so that we can keep you on track in the course. If, however, you find that you continually struggle to meet deadlines, please contact us so that we can discuss options for taking this course in another semester that works better for your schedule.

What You Can Expect

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 seven business days after the deadline.

Your final grade for the course will be posted in the [Grades](#) page. Please check the Canvas 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.

For help with accessing reserved library articles (login and password), refer to the Library Guide in the **Online Course Resources** link on the course navigation menu.

What We Expect

This is a 4-credit course and therefore we anticipate that you will log in every weekday and spend approximately 12-15 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

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. Always adhere to [Netiquette guidelines](#)[Links to an external site.](#) when interacting with us as well as your peers in this course.

Check the **Announcement** 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 find instructions along with a video demonstrating how to expand your feedback in Canvas](#)[Links to an external site.](#)

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

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 Integrity

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. All quotes and direct references must include citations. Remember to use APA format for citations. See the [OWL website from Purdue](#) for APA citation guidelines and view the course [Writing Guide](#) for information specific to this course.
- 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 your instructor first.
- Making up data or citations.
- Consulting resources to complete a graded course assessment other than those allowed in the assessment directions. If you are unsure what is considered as an authorized resource, consult with your instructor.
- 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 investigation into any form of academic misconduct will result in a report to the dean of students and in student academic disciplinary sanctions as established by the UW System Board of Regents ([UWS Chapter 14Links to an external site.](#)).

Disciplinary procedures from the student's home campus dictate the disciplinary action against students who engage in academic misconduct.

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.

Generative AI Use

To create a shared understanding regarding the use of generative AI in this course, this course's policy on the "Generative AI Use" page is available in the [Course Information](#) module. Keep in mind that other instructors may have different expectations based on their course outcomes, so be sure you always check before you use generative AI in your classes.

Please note that the UW MBA Consortium owns the copyright to all course and program materials. You may not share program or course materials in any way in any generative AI platform. Likewise, this course will not require you to share program or course content or your work in a generative AI platform. You are encouraged to ask any questions you have regarding the policy.

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 is [compliant with W3C's Web Accessibility Initiative](#) and with [Section 508](#) guidelines. Additionally, Canvas was certified as a [substantially conformant LMS](#) by WebAIM, a third-party authority in web accessibility. If you find that course materials are not posted in a format that meets your needs, or you need testing accommodations, please contact Online Course Support at BIZHelp@uwec.edu and we will work with you to find a reasonable accommodation.

Course Summary:

Date	Details	Due
Mon Sep 11, 2023	Calendar Event Complete the Code of Conduct	12am
Wed Sep 13, 2023	Discussion Topic Tell Us Your MBA 701 Why	due by 11:59pm
Fri Sep 15, 2023	Assignment Unit 1 Assignment: Analysis of Communication in Your Organization	due by 11:59pm
Mon Sep 18, 2023	Page Unit 2 Overview: Looking at Yourself as a Leader	to do: 11:59pm

Date	Details	Due
Tue Sep 19, 2023	Discussion Topic Unit 2 Discussion: Exclusive vs. Inclusive Leadership	due by 11:59pm
Fri Sep 22, 2023	Assignment Unit 2 Individual Assignment: Strengths Focus	due by 11:59pm
	Page Unit 2 Discussion Response Posts: Exclusive vs. Inclusive Leadership	to do: 11:59pm
Mon Sep 25, 2023	Page Unit 3 Overview: EDIB in Contemporary Leadership	to do: 11:59pm
Tue Sep 26, 2023	Discussion Topic Unit 3 Discussion: Inclusive Business Declarations	due by 11:59pm
Fri Sep 29, 2023	Assignment Unit 3 Individual Assignment: Inclusive Leader Reflection	due by 11:59pm
	Assignment Unit 3: Safe Space Activity	due by 11:59pm
	Page Unit 3 Discussion Response Posts: Inclusive Business Declarations	to do: 11:59pm
Mon Oct 2, 2023	Page Unit 4 Overview: The Discourse of Leadership and Power	to do: 11:59pm
Tue Oct 3, 2023	Discussion Topic Unit 4 Discussion: When Leadership Styles Collide	due by 11:59pm
Fri Oct 6, 2023	Assignment Unit 4 Assignment: Ideologies & Power—Where Does Your Capital Lie?	due by 11:59pm
	Page Unit 4 Discussion Response Posts: When Leadership Styles Collide	to do: 11:59pm
Sun Oct 8, 2023	Calendar Event Fireside Chat #2: Unit 5 Discussion & EDIB in MBA 701	6pm to 7pm

Date	Details	Due
Mon Oct 9, 2023	Page Unit 5 Overview: Leading Teams	to do: 11:59pm
Tue Oct 10, 2023	Discussion Topic Unit 5 Discussion: Creating a Positive Distributed Group Experience	due by 11:59pm
Fri Oct 13, 2023	Assignment Unit 5 Individual Assignment: Team Experience Reflection	due by 11:59pm
	Page Unit 5 Discussion Response Posts: Creating a Positive Distributed Group Experience	to do: 11:59pm
Mon Oct 16, 2023	Page Unit 6 Overview: Motivating Language - The Language of Leadership	to do: 11:59pm
Tue Oct 17, 2023	Discussion Topic Unit 6 Discussion: Evaluating Where you Fall on the Motivating Language Scales	due by 11:59pm
Wed Oct 18, 2023	Calendar Event Fireside Chat #3: Using AI in this Course, Motivating Language, and Using Sources	12pm to 1pm
Fri Oct 20, 2023	Assignment Unit 6 Individual Assignment: Case Analysis - What Would You Do to Motivate This Team?	due by 11:59pm
	Page Unit 6 Discussion Response Posts: Evaluating Where you Fall on the Motivating Language Scales	to do: 11:59pm
Mon Oct 23, 2023	Page Unit 7 Discussion: Make a post about your team threat selection.	to do: 11:59pm
	Page Unit 7 Overview: Team Dynamics and Performance	to do: 11:59pm
Tue Oct 24, 2023	Discussion Topic Unit 7 Discussion: Identifying Threats to Teams and Leaders	due by 11:59pm

Date	Details	Due
Fri Oct 27, 2023	Assignment Unit 7 Individual Assignment: Evaluating Your Team Dysfunctions	due by 11:59pm
Mon Oct 30, 2023	Page Unit 7 Discussion Response Posts: Identifying Threats to Teams and Leaders	to do: 11:59pm
Tue Oct 31, 2023	Discussion Topic Unit 8 Discussion: Role-Playing a Crucial Conversation - Part 1 (Planning)	due by 11:59pm
Fri Nov 3, 2023	Assignment Unit 8 Assignment: Role-Playing a Crucial Conversation - Part 2 (Recording)	due by 11:59pm
Sun Nov 5, 2023	Page Unit 8 Discussion Response Posts: Role-Playing a Crucial Conversation - Part 1 (Planning)	to do: 11:59pm
Mon Nov 6, 2023	Page Midterm Course Evaluation	to do: 11:59pm
Mon Nov 6, 2023	Page Unit 9 Overview: A Leader's Role in People Management	to do: 11:59pm
Tue Nov 7, 2023	Discussion Topic Unit 9 Discussion: Protected Classes, Employment Law, and the Dynamic Workforce	due by 11:59pm
Fri Nov 10, 2023	Assignment Unit 9 Assignment: Remote Work Mini-Case	due by 11:59pm
Sun Nov 12, 2023	Page Unit 9 Discussion Response Posts: Protected Classes, Employment Law, and the Dynamic Workforce	to do: 11:59pm
Sun Nov 12, 2023	Calendar Event Fireside Chat #4: Succeeding on Your Unit 10 Work - BATNA/WATNA? What's that?	10:30am to 11am
Mon Nov 13, 2023	Page Unit 10 Overview: Conflict Management and Negotiation	to do: 11:59pm

Date	Details	Due
Tue Nov 14, 2023	Discussion Topic Unit 10 Discussion: Share Your Plan for the "Miranda's Next Steps" Assignment	due by 11:59pm
Fri Nov 17, 2023	Assignment Unit 10 Individual Assignment: Miranda's Next Steps	due by 11:59pm
	Page Unit 10 Discussion Response Posts: Share Your Plan for the "Miranda's Next Steps" Assignment	to do: 11:59pm
Mon Nov 20, 2023	Page Unit 11 Overview: Leadership, Communication, & Team Skills at Tamarack Falls Healthcare System	to do: 11:59pm
Tue Nov 21, 2023	Discussion Topic Unit 11 Discussion: Leadership, Communication, & Team Skills at Tamarack Falls Healthcare System	due by 11:59pm
Fri Nov 24, 2023	Assignment Unit 11 Individual Assignment: Audience Analysis - Culture, Team Dynamics, & Power	due by 11:59pm
	Page Unit 11 Discussion Response Posts: Leadership, Communication, & Team Skills at Tamarack Falls Healthcare System	to do: 11:59pm
Mon Nov 27, 2023	Page Unit 12 Overview: Team Development, Performance Management, and Retention	to do: 11:59pm
Tue Nov 28, 2023	Discussion Topic Unit 12 Discussion: Culture Building through Advocacy and Motivating Language at Tamarack Falls Healthcare System	due by 11:59pm
Fri Dec 1, 2023	Assignment Unit 12 Individual Assignment: A Performance Improvement Plan for the C-suite at Tamarack Falls Healthcare System	due by 11:59pm

Date	Details	Due
	Page Unit 12 Discussion Response Posts: Culture Building through Advocacy and Motivating Language at Tamarack Falls Healthcare System	to do: 11:59pm
Mon Dec 4, 2023	Page Unit 13 Overview: Conflict Management, and Negotiation	to do: 11:59pm
	Calendar Event MBA 701 Fireside Chat #5: Turning Outlines into a Consultant's Report. What does that mean?	12:30pm to 1pm
Tue Dec 5, 2023	Discussion Topic Unit 13 Discussion: Conflict Resolution and Negotiation	due by 11:59pm
	Assignment Unit 13 Group Assignment: Preliminary Case Solution Outline	due by 11:59pm
Fri Dec 8, 2023	Page Unit 13 Discussion Response Posts: Conflict Resolution & Negotiation	to do: 11:59pm
Mon Dec 11, 2023	Page Unit 14 Overview: Case Solution and Peer Evaluation	to do: 11:59pm
	Assignment Unit 14 Group Assignment: Tamarack Falls Healthcare System Recommendation Report	due by 11:59pm
Fri Dec 15, 2023	Page Final Course Evaluation	to do: 11:59pm
Mon Dec 18, 2023	Assignment Complete the Peer Evaluation	due by 12pm
	Assignment Discussion Lead Responsibilities #1	
	Assignment Discussion Lead Responsibilities #2	
	Assignment Final Grade	