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Office Hours: By Appointment

**Class Time and Location:** Online

- Three live lectures are scheduled throughout the eight weeks, and attendance is strongly recommended.

**Required Textbook:**

Leadership in Organizations 9th Edition.  
Author(s): Gary Yukl  
Publisher: Pearson  
ISBN-13: 9780134895307

**Reference** (*Not Required to Purchase*):

HBR's 10 Must Reads on Leadership  
Author: Harvard Business Review  
Publisher: Harvard Business Review Press  
ISBN: 978-1422157978

The 21 Irrefutable Laws of Leadership:  
"Follow Them and People Will Follow You"  
Author(s): John Maxwell and Stephen Convey,  
Publisher: Harper- Collins,  
ISBN 978-0785288374

There will also be additional reading material assigned in the form of handouts, blogs, podcasts and vidcasts that contain industry-related information. Students will be responsible for that information on tests and quizzes.

## **Course Description**

This course offers an overview of issues related to organizational leadership, including the definition of organizations, theories of leadership, and the characteristics and behaviors of leaders as well as varying contexts under which leaders must perform. Course topics will focus on emphasizing the importance of leadership and management. Analytical tools and case studies will be used to improve critical thinking skills that lead to effective and sustainable leadership.

## **Student Learning Outcomes**

This course is designed to meet one or more of the following Student Learning Outcomes:

1. Students will develop the capacity to think like a leader.
2. Students will be able to identify and understand the responsibilities of leadership.
3. Students will learn to integrate the knowledge gained in order to effectively lead organizations.

## **Marketable Skills**

1. Students will learn to be effective leaders.
2. Students will, as leaders, learn how to use research and analysis to make informed

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decisions.

3. Students will, as leaders, learn how to use oral and written communications to inspire their organizations.

## **Course Objectives**

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Upon completion of this course the student will be able to:

- Define organization, leadership, and distinguish the difference between leadership and management within an organization.
- Explain the fundamental theories of leadership and recognize situations in which the theories are applied.
- Demonstrate an awareness of legal, personnel, and strategic issues relating to globalization, culture and gender diversity in an organization and their influence on organizational leadership.
- Examine issues relating to communication in an organization and discuss strategies for becoming an effective and ethical communicator.
- Explain the importance of teams in organizations and evaluate leader influences on building high-performance teams.
- Examine conflict resolution strategies, the role of conflict, and negotiations.

This class is intended to be a learning experience, and your participation is required for you to be successful. As such the class structure, lesson topics, and overall learning environment will emphasize more than just knowledge comprehension.

## **SRSU Accessibility Services Statement**

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Sul Ross State University (SRSU) is committed to equal access in compliance with Americans with Disabilities Act of 1973. It is SRSU policy to provide reasonable accommodations to students with documented disabilities. It is the student's responsibility to initiate a request each semester for each class. Alpine students seeking accessibility/accommodations services can contact Mary Schwartze Grisham, M.Ed., LPC, SRSU's Accessibility Services Coordinator or Ronnie Harris, LPC at 432-837-8203 (please leave a message and we'll get back to you as soon as we can during working hours), or email [counseling@sulross.edu](mailto:counseling@sulross.edu). Our office is located on the first floor of Ferguson Hall (Suite 112), and our mailing address is P.O. Box C-122, Sul Ross State University, Alpine, Texas, 79832.

## **Library Information**

The Bryan Wildenthal Memorial Library in Alpine offers FREE resources and services to the entire SRSU community. Access and borrow books, articles, and more by visiting the library's website, [library.sulross.edu/](http://library.sulross.edu/). Off-campus access requires logging in with your LoboID and password. Librarians are a tremendous resource for your coursework and can be reached in person, by email ([srsulibrary@sulross.edu](mailto:srsulibrary@sulross.edu)), or by phone (432-837-8123).

No matter where you are based, public libraries and many academic and special libraries welcome the general public into their spaces for study. SRSU TexShare Cardholders can access additional services and resources at various libraries across Texas. Learn more about the TexShare program by visiting [library.sulross.edu/find-and-borrow/texshare/](http://library.sulross.edu/find-and-borrow/texshare/) or ask a librarian by emailing [srsulibrary@sulross.edu](mailto:srsulibrary@sulross.edu).

Mike Fernandez, SRSU Librarian, is based in Eagle Pass (Building D-129) to offer specialized

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library services to students, faculty, and staff. Utilize free services such as InterLibrary Loan (ILL) and ScanIt to get materials delivered to you at home or via email.

### **SRSU Distance Education Statement**

Students enrolled in distance education courses have equal access to the university's academic support services, such as library resources, online databases, and instructional technology support. For more information about accessing these resources, visit the SRSU website. Students should correspond using Sul Ross email accounts and submit online assignments through Blackboard, which requires secure login. Students enrolled in distance education courses at Sul Ross are expected to adhere to all policies pertaining to academic honesty and appropriate student conduct, as described in the student handbook. Students in web-based courses must maintain appropriate equipment and software, according to the needs and requirements of the course, as outlined on the SRSU website. Directions for filing a student complaint is located in the student handbook. Students in web-based courses must maintain appropriate equipment and software, according to the needs and requirements of the course, as outlined on the SRSU website.

### **Attendance - Student Expectations**

Attendance (regular participation in the online classroom) is essential for maintaining the best learning environment. Learning occurs in relation to not only students and course materials but, just as importantly, peer to peer, professor to student, and student to professor. Participation in this course via the Internet is the responsibility of the student. Students receiving benefits from government agencies must adhere to policies stipulated by the specific agency.

NOTE: This Internet class demands that the student be self-motivated and self-disciplined. You are responsible for keeping up with the schedule, assignments, and exams. I will be contacting you throughout the semester by email, and Blackboard which is always available.

### **What You Should Understand About Internet Classes**

1. Be realistic about the amount of time required to do the coursework.
2. On-line is NOT easier!
3. Schedule class time just as if you were attending class on-campus.
4. Turn in your work ON TIME.
5. Participate actively in the class.
6. Use e-mail and the discussion boards to communicate often with your instructor & classmates.
7. Log into the class at least five times a week.
8. Do NOT fall behind in your assignments.
9. ASK for help when you need help.

### **Distance Education Non-Participation Statement**

Policies in effect for on-campus, traditional classroom instruction courses also apply to students enrolled in distance education courses, including Web-based and ITV courses. The University allows a maximum of 20% absences in a course before an instructor may drop a student for

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excessive absences. In Web courses, this policy is interpreted as not participating for more than 3 weeks in a long semester, 1 week in a summer session, or 3 days in the midwinter session.

***Any student dropped for non-participation will receive an “F” in the course dropped.***

***Inactivity may include the following:***

- not logging on to the course not submitting assignments
- not participating in scheduled activities
- not communicating with the instructor by phone or email, and/or
- not following the instructor's participation guidelines stated in the syllabus.

Any student who has not logged on to this course or submitted any assignments by June 2, 2025 will be considered to have exceeded the University’s policy on “excessive absences” and may be automatically dropped from the course. Blackboard statistics track the logins made and document the sections of the course accessed. These statistics will be used by your professor as a factor in documenting your participation in the course.

***Your professor will use Blackboard statistics to document logins to the course and assignments accessed.***

## **Classroom Climate of Respect**

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Importantly, this class will foster free expression, critical investigation, and the open discussion of ideas. This means that all of us must help create and sustain an atmosphere of tolerance, civility, and respect for the viewpoints of others. Similarly, we must all learn how to probe, oppose, and disagree without resorting to tactics of intimidation, harassment, or personal attack. No one is entitled to harass, belittle, or discriminate against another on the basis of race, religion, ethnicity, age, gender, national origin, or sexual preference. Still, we will not be silenced by the difficulty of fruitfully discussing politically sensitive issues.

## **Supportive Statement**

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I aim to create a learning environment for my students that supports various perspectives and experiences. I understand that the recent pandemic, economic disparity, and health concerns, or even unexpected life events may impact the conditions necessary for you to succeed. My commitment is to be there for you and help you meet the learning objectives of this course. I do this to demonstrate my commitment to you and to the mission of Sul Ross State University to create a supportive environment and care for the whole student as part of the Sul Ross Familia. If you feel like your performance in the class is being impacted by your experiences outside of class, please don’t hesitate to come and talk with me. I want to be a resource for you.

## **Class Structure**

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**The course is 100% (totally) online.** Strategies include Reading resources (papers); lectures with assignment instructions and use of the discussion board through Blackboard; written assessments at midterm and final; use of the Internet; and e-mails among students and between

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individual students and the professor. *Students are responsible for completing all assigned work.*

### **Discussion Participation**

Discussion topics are set up for each module; you are expected to contribute to each discussion by posting a comment and replying to at least **TWO** other posts. Spelling and grammar count.

### **Sully Shelf Course Material Information**

All the required course materials for your classes are being delivered through Sully Shelf, the campus-wide course materials program. Your student account will be charged automatically, and you will not need to make a separate purchase.

- For this course we will be using a digital **eBook accessed through BryteWave, powered by RedShelf**. You will receive an email directly from BryteWave [donotreply@redshelf.com](mailto:donotreply@redshelf.com), with a link to access your account. Please follow directions in the email to access your virtual bookshelf. The first time you access the eBook you will see a screen prompting you to “View Course Materials”.

If you wish to opt-out of this program, please follow the steps below:

- 1) Go to <https://ACCESSPortal.follett.com:443/2367>
- 2) Create an account using your student email account
- 3) Select Opt-Out to opt-out of the entire program. You will have an opportunity to opt back in if you choose to do so.
- 4) You can also Opt-Out from the student-specific link provided in the email from [noreply@follett.com](mailto:noreply@follett.com).

**Important:** If you Opt-Out, you will no longer have access to your digital materials and will need to purchase materials on your own. If you have physical (print) materials that you have already picked up from the campus store, please return the physical material(s) before opting-out.

If you have any questions about Sully Shelf or the charge to your student account, please contact the campus store by phone at (432) 837-8194 or via email at [sullyshelf@follett.com](mailto:sullyshelf@follett.com).

### **Time Commitment**

You will be expected to log on to the course site 5-6 times per week. You are also expected to participate in all assigned activities including discussions in the course. Students should be prepared to spend at least 4-6 hours per week outside of class on assignments that will include: Homework, Reading Assignments, Lab work and studying for tests and quizzes.

### **Assignments**

**All assignments are to be submitted via Blackboard. No late work will be accepted without proper documentation or prior approval by the instructor.**

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**Course Communication:** The official e-mail communications channel for this course is the Sul Ross State University e-mail account (**yourname@sulross.edu**) of each student and professor. For the purposes of this course, no other e-mail account is acceptable.

**Due dates:** All assignments and projects will be given due dates which must be met. All assignments will be due by 11:59 pm on the assigned day. Assignments and projects will not be accepted if they are turned in late without approval. **Late assignments will lose ten points per calendar day.** Students are responsible for meeting the deadlines even if classes are missed.

**Grading:** All work will be graded on specific criteria using the following guidelines. Any worksheets will be graded on a points-per-answer basis. Any sketches and drawings assigned will be graded on a 100-point (percentage) scale. Criteria for grading will include accuracy of content, appropriateness of content for the assignment, presentation, and clarity. Projects in the lab will be graded on accuracy, neatness, content, adherence to standards, adherence to assignment, and workmanship. Graded items will be broken into specific categories and presented on grade sheets given at the time the assignments are given.

### Grading:

REQUIRED		
Item	Points	Notes
Discussion 1	20	Numeric Grade
Discussion 2	20	Numeric Grade
Discussion 3	40	Numeric Grade
Discussion 4	40	Numeric Grade
Discussion 5	40	Numeric Grade
Discussion 6	40	Numeric Grade
Quiz 1	100	Numeric Grade
Quiz 2	100	Numeric Grade
Final Project (Case Study)	100	Numeric Grade
<b>TOTAL POSSIBLE POINTS</b>	<b>500</b>	
BONUS OPPORTUNITIES		
Item	Points	Notes
Activity: Build an Online Portfolio	20	Numeric Grade
Activity: Create a LinkedIn Account with Complete Profile	20	Numeric Grade
Live Lecture 1 Attendance - STRONGLY ENCOURAGED	20	Completion
Live Lecture 2 Attendance - STRONGLY ENCOURAGED	20	Completion
Live Lecture 3 Attendance - STRONGLY ENCOURAGED	20	Completion
<b>TOTAL BONUS POINTS OPPORTUNITY</b>	<b>100</b>	

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## Grading Policy

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Final grades will be determined by totals in these areas:

- Lecture attendance
- Discussion participation
- Quizzes
- Final project

Each requirement will be graded based on points. Earning full points for an assignment result in an A and so forth. Earning over 500 points will result in an A for this course.

In the event one of the above categories is not completed during the course that percentage will automatically be divided between the other categories at the same level. All assignment points will be converted to percentages for individual assignment letter grades.

**A=100-90; B=89-80; C=79-70; D=69-60; F=59-0**

Grades will be earned on the basis that “C” is average work, “B” is above average work, and “A” is well above average work. Barring any unusual circumstances there will be **NO INCOMPLETES** given at the end of this semester.

## Academic Integrity

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Students in this class are expected to demonstrate scholarly behavior and academic honesty in the use of intellectual property. Students should submit work that is their own and avoid the temptation to engage in behaviors that violate academic integrity, such as turning in work as original that was used in whole or part for another course and/or professor; turning in another person’s work as one’s own; copying from professional works or internet sites without citation; collaborating on a course assignment, examination, or quiz when collaboration is forbidden. ***Students should also avoid using open AI sources unless permission is expressly given for an assignment or course. Violations of academic integrity can result in failing assignments, failing a class, and/or more serious university consequences.*** These behaviors also erode the value of college degrees and higher education overall.

***All students are expected to complete their own work at all times. Any dishonest conduct will be promptly rewarded with an immediate “F”.***

## Plagiarism

***A student guilty of plagiarism and/or cheating will receive a grade of “F” in the course involved and the grade will be recorded on the transcript. Students giving and receiving assistance in any unauthorized manner during an examination will subject themselves to this cheating policy. A pattern of cheating will result in suspension.***

## Quizzes

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You will not be given advance notice of quizzes. They will be primarily written in nature. There will be no makeup quizzes.

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## **Tests/Exams**

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**All exams will be given on the announced date.**

The exams will cover material from class lecture and assigned readings. It is your responsibility to complete the exam when scheduled. Tests will be administered through Blackboard using various styles of questions covering terminology, equipment, processes, and other items discussed. Participation during tests is mandatory; no makeup tests will be given.

## **Midterm Exam**

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There will be no midterm exam given.

## **Final Exam**

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The final exam project is due by Thursday, March 12 at 11:59 p.m. All assignments must be uploaded to Blackboard. Do not email assignments.



# Organizational Leadership

Spring 2026 | First 8-Week

## Tentative Course Outline

The following is a tentative schedule for the semester. The dates provided are the dates new content will be posted onto Blackboard and Google Meet lecture times.

**YELLOW = LIVE LECTURES**

**GREEN = QUIZZES**

**PINK = FINAL PROJECT**

Date	Topic/Learning Experience	Resources
<b>Week 1:</b> January 14 - 21	<b>LIVE LECTURE (Thursday, January 22, 6:30 p.m.):</b> <b>Google Meet: <a href="https://meet.google.com/vmi-jtkz-ewp">https://meet.google.com/vmi-jtkz-ewp</a></b>  TOPIC: Course Introduction/Expectations: <ul style="list-style-type: none"><li>What is organization leadership?</li></ul>	Refer to Blackboard
<b>Week 2:</b> January 21-28	TOPIC: The Nature of Leadership <b>DISCUSSION 1: DUE FRIDAY, JANUARY 23 BY 11:59 PM</b>	Refer to Blackboard
<b>Week 3:</b> January 28-February 4	TOPIC: Leadership Behavior <b>DISCUSSION 2: DUE FRIDAY, JANUARY 30 BY 11:59 PM</b>	Refer to Blackboard
<b>Week 4:</b> February 4-11	<b>LIVE LECTURE (Thursday, February 12, 6:30 p.m.): Google Meet:</b> <b><a href="https://meet.google.com/vmi-jtkz-ewp">https://meet.google.com/vmi-jtkz-ewp</a></b>  TOPIC: The Leadership Situation and Adaptive Leadership <b>DISCUSSION 3: DUE FRIDAY, FEBRUARY 6 BY 11:59 PM</b>	Refer to Blackboard

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<b>Week 5:</b> February 11-18	<p>TOPIC: Decision Making and Empowerment by Leaders</p> <p><b>DISCUSSION 4: DUE FRIDAY, FEBRUARY 13 BY 11:59 PM</b></p> <p><b>QUIZ 1: DUE FRIDAY, FEBRUARY 13 BY 11:59 PM</b></p>	Refer to Blackboard
<b>Week 6:</b> February 18-25	<p>TOPIC: Leading Change and Innovation</p> <p><b>DISCUSSION 5: DUE FRIDAY, FEBRUARY 20 11:59 PM</b></p>	Refer to Blackboard
<b>Week 7:</b> February 25-March 4	<p><b>LIVE LECTURE (Thursday, February 26, 6:30 p.m.): Google Meet: <a href="https://meet.google.com/vmi-jtkz-ewp">https://meet.google.com/vmi-jtkz-ewp</a></b></p> <p>TOPIC: Power and Influence Tactics</p> <p><b>DISCUSSION 6: DUE FRIDAY, FEBRUARY 27 BY 11:59 PM</b></p>	Refer to Blackboard
<b>Week 8:</b> March 4-11	<p>TOPIC: Leadership in Teams and Decision Groups</p> <p><b>QUIZ 2: DUE FRIDAY, MARCH 6 BY 11:59 PM</b></p>	Refer to Blackboard
<b>Thursday, March 12</b>	<p>Final Project Due: Case Study Upload to Blackboard</p> <p><b>FINAL PROJECT DUE THURSDAY, MARCH 12 BY 11:59 PM</b></p>	Refer to Blackboard for Instructions and Grading

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