

Instructor Information

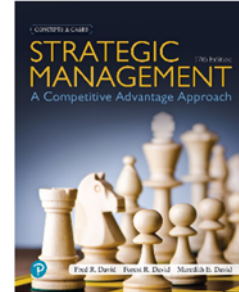
Dr. Eric Busby
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Email: eric.busby@sulross.edu
Office Hours: By Appointment

Class Time and Location: ONLINE with virtual lectures

Required Textbook:

Strategic Management 17th Edition.
Author(s): Fred R David; Forest R. David; Meredith E. David
Publisher: Pearson
ISBN-13: 09780135173947



Reference (Not Required to Purchase):

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

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

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

Course Description

This course explores the critical role of leadership in the formulation, implementation, and evaluation of strategies within non-profit, for-profit, and governmental organizations. Drawing from core principles of leadership, students will critically examine the responsibilities of leaders in guiding their organizations toward success while navigating complex environments. Through case studies, interactive discussions, and real-world applications, students will develop a comprehensive understanding of strategic leadership, enabling them to create and execute effective strategic plans. This course will also emphasize the integration of leadership practices with organizational goals, fostering the development of strong, adaptive leaders equipped to influence organizational outcomes.

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 for BAS in Organizational Leadership

1. Students will learn to be effective leaders.
2. Students will, as leaders, learn how to use research and analysis to make informed decisions.
3. Students will, as leaders, learn how to use oral and written communications to inspire their organizations.

Course Objectives

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

1. **Analyze Leadership Theories:** Evaluate various leadership theories and their application in different organizational contexts (non-profit, for-profit, governmental).
2. **Develop Strategic Plans:** Design a strategic leadership plan that aligns with organizational objectives and incorporates leadership principles for successful implementation.
3. **Implement Strategy Effectively:** Apply leadership skills in leading the execution of strategic initiatives and assessing their impact on organizational performance.
4. **Evaluate Organizational Strategy:** Assess the effectiveness of existing strategies and leadership approaches within diverse organizational settings.
5. **Lead Across Organizational Boundaries:** Understand the challenges and opportunities leaders face when implementing strategies across different sectors (non-profit, for-profit, governmental) and identify strategies for effective cross-sector leadership.
6. **Navigate Organizational Challenges:** Identify and address organizational challenges through strategic leadership decisions that promote sustainable growth and success.
7. **Critically Assess Ethical Leadership:** Examine the ethical considerations and responsibilities of leaders when making strategic decisions within organizations.
8. **Collaborate and Communicate Effectively:** Collaborate with peers to develop strategic initiatives and communicate ideas clearly and persuasively in both written and verbal formats.

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

SRSU Accessibility Services. Sul Ross State University (SRSU) is committed to equal access in compliance with the 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. Students seeking accessibility/accommodations services must contact Ronnie Harris, LPC, SRSU's Accessibility Services Director, at 432-837-8203 or email ronnie.harris@sulross.edu. Our office is located on the first floor of Ferguson Hall, room 112, and our mailing address is P.O. Box C122, 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. Off-campus access requires logging in with your Lobold and password. Librarians are a tremendous resource for your coursework and can be reached in person, by email (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/ or ask a librarian by emailing srsulibrary@sulross.edu.

New for Fall 2023: Mike Fernandez, SRSU Librarian, is based in Eagle Pass (Building D-129) to offer specialized 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.

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Student Responsibilities Statement

All full-time and part-time students are responsible for familiarizing themselves with the Student Handbook and the Undergraduate & Graduate Catalog and for abiding by the University rules and regulations. Additionally, students are responsible for checking their Sul Ross email as an official form of communication from the university. Every student is expected to obey all federal, state and local laws and is expected to familiarize themselves with the requirements of such laws.

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 a 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 are located in the student handbook.

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. Online 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 5 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 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 **March 24, 2026** 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

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

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

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 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 2 other posts. Five points can be earned for each discussion following the guidelines below. 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, 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.

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.

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.

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Assignments

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

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 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 Policy

Final grades will be determined by totals in these areas:

- 15% quizzes
- 25% final exam (comprehensive)
- 30% assignments: homework, lab work, and discussion participation
- 30% final project (group or individual project)

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

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.

Statement Regarding Generative Artificial Intelligence (AI)

The University does not recommend or endorse any specific AI tools or resources. Students should be aware that many generative AI tools (e.g., ChatGPT, Google Gemini, Microsoft Copilot) store user input and may use this data to train future models. For this reason, students should never upload or share personal, confidential, or identifiable information—such as names, ID numbers, health data, or assignment submissions containing such details—into any generative AI platform. When using AI tools, students should verify whether the tool complies with student privacy standards as indicated by the University. Faculty may recommend specific tools that better align with institutional data privacy policies, but ultimate responsibility for data protection rests with users. Students are encouraged to use faculty-recommended platforms when engaging in coursework involving generative AI. The University is not liable for any adverse experience or impact when students interact with these tools.

To ensure all students have an equal opportunity to succeed and to preserve the integrity of the course, students are not permitted to submit text that is generated by artificial intelligence (AI) systems such as ChatGPT, Bing Chat, Claude, Google Bard, or any other automated assistance for any classwork or assessments. This includes using AI to generate answers to assignments, exams, or projects, or using AI to complete any other course-related tasks. Using AI in this way undermines your ability to develop critical thinking, writing, or research skills that are essential for this course and your academic success. Students may use AI as part of their research and preparation for assignments, or as a text editor, but text that is submitted must be written by the

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student. For example, students may use AI to generate ideas, questions, or summaries that they then revise, expand, or cite properly. Students should also be aware of the potential benefits and limitations of using AI as a tool for learning and research. AI systems can provide helpful information or suggestions, but they are not always reliable or accurate. Students should critically evaluate the sources, methods, and outputs of AI systems. Violations of this policy will be treated as academic misconduct. If you have any questions about this policy or if you are unsure whether a particular use of AI is acceptable, please do not hesitate to ask for clarification.

Quizzes

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

Tests/Exams

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

There will be no midterm exam given.

Final Exam

The final exam will be during the week of May 1, 4-6, 2026. The specific date and time will be announced during the semester. The exam will include written, practical, and analytical portions, and will be comprehensive of the entire semester. Do not make any other plans for that day and time.

Leadership & Strategy
 Spring 2026
Tentative Course Outline

The following is a tentative schedule for the semester. The dates provided are the dates the reading is assigned, and the reading is to be completed by the following class day.

Date	Topic/Learning Experience	Activity/Assignment
Week 0	Course Intro/Expectations	<ul style="list-style-type: none"> • Watch and read the material for the week. • Answer any discussion questions (recommended). • Complete the module questions
Week 1	Strategy Fundamentals	
Week 2	Crafting Effective Business and Vision Statements	
Week 3	Understanding External Strategic Management Assessments	
Week 4	Internal Analysis in Strategy Formulation	
Week 5	The Importance of Strategic Objectives	
Week 6	Strategic Analysis and Choice	
Week 7	Transitioning from Strategy Formulation to Implementation	
Week 8	Final Project	