

M.S. in One Planet Leadership Handbook

Management & Marketing
Department

Texas A&M University – Central Texas



TEXAS A&M
UNIVERSITY
CENTRAL TEXAS

2018 – 2019

This handbook is designed to provide information for completion of the Master of Science (M.S.) in Management & Leadership. Questions about the information contained within this document should be directed to the Graduate Coordinator for this program, Dr. Brad Almond (brad.almond@tamuct.edu).

Revised October 25, 2017

Welcome

Welcome to the one of its kind M.S. in One Planet Leadership Program in the College of Business Administration at Texas A&M University-Central Texas. Just as it is a privilege for you to be able to attend A&M-Central Texas, it is a privilege for the faculty of the Management & Marketing Department to teach you over the course of your career here.

Mutual Expectations and Responsibilities

The M.S. in One Planet Leadership (OPL), the Management and Marketing Department, the College of Business Administration, and the Office of Graduate Studies all expect and demand of you intellectual engagement and curiosity, academic integrity¹, and professionalism. In return, the OPL program and its faculty pledge to provide a challenging and safe learning environment, to hold you to high academic standards, and to be professional in all its contact with you.

It is important to know that faculty expectations of graduate students are considerably higher than they are for undergraduate students. This usually means that course assessments and assignments will often require you to engage at higher cognitive levels and to complete work that is more robust, labor-intensive, and complex. Compared to your undergraduate studies, you are likely to see fewer exams overall, relatively more essay exams, and longer papers and projects. Many courses also expect collaboration with other students. Another example of these increased expectations is the fact that a course grade of D is considered a course failure, the same as an F. You must also have a 3.0 cumulative GPA in order to graduate, and you must complete a comprehensive examination as part of your capstone course MGMT 5309. Additionally, all courses counting towards the degree must be completed within six years.

Even though the expectations are high, Texas A&M University – Central Texas offers the necessary academic resources and ancillary services to support you in your career here. If you should have concerns about your ability to meet expectations or requirements, please consult with the Graduate Coordinator using the contact information given on page 1 of this handbook. On the following pages you will find contact information for most of the people and services you may need to contact or utilize during your time in the program, as well as more detailed program requirements.

¹ See <https://www.tamuct.edu/student-affairs/docs/honor-code-of-academic-integrity.pdf>

**M.S. in Management &
Leadership Faculty
Directory**

<u>Name</u>	<u>Office</u>	<u>Phone</u>	<u>Email</u>	<u>Title</u>	<u>Key Courses</u>
Dr. Brad Almond	318G FH	(254) 519-5443	brad.almond@tamuct.edu	Graduate Coordinator, Associate Professor	Negotiations, Development & Change for Learning Orgs., Org. Behavior
Dr. Barb Altman	318I FH	(254) 501-5841	altman@tamuct.edu	Associate Professor	Responsibilities and Ethics of Leadership
Dr. Jody Fry	318J FH	(254) 519-5476	lwfry@tamuct.edu	Professor	Leadership Dev. & Formation, Designing Orgs. for Sustainable Effectiveness, Org. Behavior, Seminar
Dr. Vinay Gonela	318B FH	(254) 519-5757	vinay.gonela@tamuct.edu	Assistant Professor	Sustainable Operations and Services
To be determined				Assistant Professor	International Management for Sustainability
Dr. Shuqin Wei	318D FH	(254) 519-5430	shuqin.wei@tamuct.edu	Assistant Professor	Research Methods
Dr. Tyson Ang	318E FH	(254) 519-5798	tyson.ang@tamuct.edu	Assistant Professor	Research Methods

Other Important Contact Information

<u>Office</u>	<u>Location</u>	<u>Phone</u>	<u>Website</u>
College of Business Administration	323 FH		https://www.tamuct.edu/coba/index.html
Management and Marketing Department	318 FH	(254) 519-5437	https://www.tamuct.edu/coba/management-marketing.html
Counseling Center	207 WH	(254) 519-5403	https://www.tamuct.edu/ccftc/ccftc.html
Information Technology Services	113 FH	(254) 519-5426	https://www.tamuct.edu/departments/informationtechnology/index.php
Office of Graduate Studies	424 FH	(254) 519-5447	https://www.tamuct.edu/departments/graduatestudies/
Office of Research	418 FH	(254) 519-5741	https://www.tamuct.edu/departments/research/
Student Financial Assistance	108 FH	(254) 501-5854	https://www.tamuct.edu/departments/financialaid/
Student Government Association	105 WH	(254) 519-5400	https://www.tamuct.edu/departments/governance/sga.php
University Library	Warrior Hall	(254) 519-5798	http://tamuct.libguides.com/index
University Writing Center	416 WH		Email Dr. Bruce Bowles for information: bruce.bowles@tamuct.edu
Veterans Affairs Center	221 FH	(254) 519-5423	https://www.tamuct.edu/departments/veteransaffairs/

How to Register for Classes

TAMUCT is a small institution and, as a result, is not able to offer all courses in all formats in all semesters. Therefore, it is important that you know which courses to take, and in what sequence, to ensure that you will be able to meet your target graduation date. To this end, be sure to use the current Class Schedule and Graduate Course Rotation to determine which courses you need to register for. The Class Schedule may be found within Warrior Web, and the Graduate Course Rotation may be found by scrolling to the very bottom of this page: <https://www.tamuct.edu/coba/management-marketing.html>.

The actual registration process is also completed within Warrior Web. Detailed instructions are available here: <https://www.tamuct.edu/departments/registrar/registration-instructions.php>. A Registration FAQ is available here: <https://www.tamuct.edu/registrar/faq.html>. If you have any trouble registering for courses, you should contact the Office of the Registrar at (254) 501-5857.

How to Track Degree Progress

Students are encouraged to track degree progress during their career at Texas A&M University – Central Texas. The easiest way to do this is through Warrior Web. You should check your degree progress at least once a semester to ensure that it is accurate. You will be allowed to graduate only if Warrior Web indicates that you have fulfilled all degree requirements, so make sure that it is accurate and up-to-date. Your faculty advisor will need to complete a Graduate Final Check form on your behalf, so contact him or her the semester prior to when you expect to graduate to do this. If you have any questions, ask your Graduate Coordinator.

Questions?

For any matter concerning academics, answers to many of the commonly asked questions are in this handbook. If you cannot find the answer, check the website for the Office of Graduate Studies, then the Graduate Coordinator. Another good resource is the staff administrators of the College of Business Administration (Andrew McSweeney, Missy Stebbins, or Kathy Field). For matters affecting graduate students more generally at Texas A&M University – Central Texas, contact the Student Government Association.

Your Degree, Your Responsibility

You, the student, are ultimately responsible for your education. However, the M.S. in Management & Leadership program, the Management and Marketing Department, the College of Business Administration, the Office of Graduate Studies, and Texas A&M University – Central Texas all offer many resources to help you to complete your goals.

Furthermore, it is up to you to be aware of all deadlines, requisite forms, fees, and other educational and administrative requirements. In other words, you are responsible for making sure that you fulfill all academic and financial obligations associated with being a graduate student in the M.S. in Management and Leadership program at Texas A&M University – Central Texas.

M.S. in One Planet Leadership Overview

Program Mission Statement

The ability to effectively lead and manage a range of social, ethical and environmental concerns and leverage them for competitive success has become a core requirement for organizational effectiveness. The TAMUCT MS One Planet Leadership program (OPL) is designed to prepare students for this leadership challenge in business, military, government, and non-profit organizations. In doing so it embraces the call for bringing social responsibility and environmental stewardship to the mission of the organization by embedding sustainability principles into the core curriculum and challenging students to explore the daunting task of creating learning organizations that simultaneously maximize employee well-being, social responsibility, and performance excellence –the triple bottom line.

Our rigorous curriculum requires students to address critical issues facing the state of the business world, emerging societal issues, the dominant economic logic driving business today, the purpose of business, and the crucial role leadership plays in this regard. The OPL curriculum also cultivates the leadership and management skills that are essential for making the business case for sustainability sustainable development with an emphasis on global awareness, cross-cultural sensitivity, building strong communication skills, creativity and innovative problem-solving, the creation and maintenance of collaborative and productive teams, and the enactment and support of socially responsible behavior. The result is a one planet-focused leadership program that equips students to become self-aware, sustainability-conscious leaders prepared to address the critical economic, social, and environmental issues facing today's organizations.

Program Curriculum

Coursework in the MS One Planet Leadership program covers a broad array of topics including a one-planet approach to sustainable business, international management for sustainability in cross-cultural contexts; managing sustainable production processes; negotiation and managing conflict using effective interpersonal communication skills; organizational behavior, analysis and design for sustainable effectiveness; organizational development and transformation; leadership development and formation; global leadership for sustainability; and ethics and responsibilities of leadership.

MS One Planet Leadership Courses:

1. BUSI 5310 Research Methods
2. MGMT 5301 Organizational Behavior
3. MGMT 5302 Sustainable Business: A One-Planet Approach (new course)
4. MGMT 5307 Responsibilities and Ethics of Leadership
5. MGMT 5308 Designing Organizations for Sustainable Effectiveness (revised course)
6. MGMT 5309 Global Leadership for Sustainability (revised course) – Students must also register for the zero credit, zero costs Comprehensive Exam course MGMT 5090.
7. MGMT 5310 Leadership Development and Formation (revised Course)
8. MGMT 5311 Sustainable Operations and Service (revised course)
9. MGMT 5315 International Management for Sustainability (revised course)
10. MGMT 5325 Cross-Sector Partnerships for Sustainability (new course)
11. MGMT 5368 Development and Change for Learning Organizations (revised course)
12. Graduate business or management elective

Current descriptions for each of these courses may be found below, and also at the following page:
<http://catalog.tamuct.edu/graduate-programs/business-administration/management-marketing/ms-management-leadership/#degreecoursestext>.

Course Descriptions

BUSI 5310. Business Research Methods. 3 Semester Credit Hours.

Nature, scope, and significance of business research and research methodology; primary research methods with applications to specific problems, place of quantitative methods in research and individual investigation and report on current problems in student's field of interest. Prerequisite(s): Statistics leveling.

MGMT 5301. Organizational Behavior. 3 Semester Credit Hours.

Behavioral theory in organizational context. A study of individual and group dynamics in the business environment. Specific emphasis is given to leadership, motivation, communication, employee supervision, and morale. Prerequisite(s): Management leveling.

MGMT 5302. Sustainable Business: A One Planet Approach. 3 Semester Credit Hours.

Broad overview of the definitions, theory, and leadership practices associated with strategizing, collaborating, innovating, organizing and managing the changes necessary to adopt a triple bottom line approach (people, planet, profit) for sustainable effectiveness into the organization's business functions: marketing, finance, operations, etc. This is a foundational course for the One Planet Master's program and is intended to provide a base level of sustainability literacy needed for successful completion of the associated graduate courses.

MGMT 5307. Responsibilities and Ethics of Leadership. 3 Semester Credit Hours.

An examination of an organization's social and environmental responsibilities to its employees, customers, and other key stakeholder groups. Practical emphasis is given to the case study method for evaluating the performance of various organizations. Establishes a theoretical framework for understanding ethics, principles and values of leadership as they affect the organization, the organizational environment and society. Prerequisite(s): Management leveling.

MGMT 5308. Designing Organizations for Sustainable Effectiveness. 3 Semester Credit Hours.

This course examines theories, processes and "fit" models of organization design and alignment of structure, technology, information systems, reward systems, people and culture, and management processes with organizational goals. Emphasis is on maximizing the triple bottom line for sustainable effectiveness and how organizations can be led and managed so they are economically, socially, and environmentally sustainable. Prerequisite(s): MGMT 5301.

MGMT 5309. Seminar on Management & Leadership. 3 Semester Credit Hours.

Examines and both mainstream and emerging theories and approaches to leadership, including models of leadership for sustainability and developing the global mindset necessary for flourishing enterprises to maximize optimize the triple bottom line. Applies leadership principles and models to varied organizational situations with a primary focus on developing leaders who can effectively deal with the economic, social, and environmental challenges global leaders face in today's volatile and chaotic business climate. Prerequisite(s): MGMT 5301, MGMT 5308, & MGMT 5368 or instructor approval.

MGMT 5310. Leadership Development and Formation. 3 Semester Credit Hours.

This course examines both mainstream and emerging theories and approaches to leadership development and formation, with an emphasis on case study and experiential methods of examining the application of

leadership principles and models. It provides each student the opportunity to focus on developing their personal and organizational abilities and skills to become triple bottom line leaders who can better resolve the economic, social and environmental issues of the global, Internet age. Prerequisite(s): Management leveling.

MGMT 5311. Managing Operations & Service. 3 Semester Credit Hours.

A study of concepts, models and methods used to effectively manage the manufacturing and/or service operations of for-profit and not-for-profit organizations. Emphasis will be placed on the design and use of cross-functional operations planning, control, and support systems. Topics of contemporary relevance will be examined to include supply chain management, enterprise resource planning, time-based competition, and quality improvement. Prerequisite(s): Management and statistics leveling.

MGMT 5315 International Management for Sustainability. 3 Semester Credit Hours.

This course will focus on the multinational aspects of leading and managing sustainable development. Research, synthesis, and presentation of current and seminal research on the subjects of international strategy and cross-cultural management will be dominant components. The social, ecological, and economic sustainability in international business transactions will also be discussed.

MGMT 5325. Cross-Sector Partnerships for Sustainability. 3 Semester Credit Hours.

Cross-sector partnerships have proven to be one of the most effective approaches to complex environmental challenges. The ability to work across sector lines via advanced stakeholder management is also a required skill of responsible leaders and SDG17. Through case studies of environmental partnerships and literature on cross-sector collaboration strategies and reflective journals, students will develop the skills necessary to lead future joint sustainability initiatives. A qualitative research project delving in to a current partnership will be a capstone project in the course

MGMT 5368. Development and Change for Learning Organizations. 3 Semester Credit Hours.

Taking as a starting point the assertion that organizational learning is the only source of sustainable organizational functioning, this course pushes students to apply proactive strategies for developing organizational learning using the theories and techniques of applied behavioral science. Furthermore, organizations are viewed as multi-faceted, ecological entities whose actions occur within and as a result of complex systems of causality that frequently extend beyond the boundaries of the organization itself. Students who seek to develop learning organizations will strive to master the basics of systems thinking as it relates to all stages of organizational development—diagnosis, intervention design, and execution—so that efforts to develop the organization are more likely to improve not only the organization but also the wider systems within which it operates. . Prerequisite(s): MGMT 5301.

Program Elective

The program elective requirement may be satisfied using any course offered within the College of Business Administration, except one already required as core courses in the program. Please note that additional leveling and/or prerequisites may be required for some elective courses, particularly those offered outside the Management and Marketing Department. In addition, courses from outside the College of Business Administration may be completed to satisfy the electives requirement for this program, but approval from the Graduate Coordinator must be received prior to enrollment. Approval of non-COBA electives is only ever given when the student makes a compelling case for why the course meets a career objective that would not be met with other courses offered within COBA.

Appendix:

MS Management & Leadership Leveling Policy – 2017-2018

Overview

To better ensure successful completion of the MSML degree at Texas A&M University-Central Texas, all students are required to demonstrate minimum competency in both **management** and **statistics**.

This minimum competency requirement in each of these disciplines may be satisfied via any of the the following means:

1. By showing (with your academic transcripts) that you have already completed an academic course related to the discipline within the last 5 years, and have earned a grade of B or higher; **OR**
2. By completing the designated Ivy Software leveling module for the discipline, **OR**
3. By successfully completing an undergraduate course at TAMUCT in the discipline (grade of B or higher). This option is slower and more costly than option 2 above, but is nevertheless available to those students who prefer it.

Ivy Software Leveling Modules

If you told by the program coordinator that you are required to complete an Ivy module, use the following link to register for an Ivy account.

- https://www.mbaprepworks.com/local/iomad_signup/signup.php?id=79&code=TexasAMCentralTexasMBA

Complete the information as requested on this page. Note that even though the Web address says “MBA,” it is intended for all TAMUCT graduate business programs. After providing the requested information you will be sent a confirmation email with additional instructions. That email will contain a link that you need to click on to confirm your new Ivy account.

Once you confirm you’ll be directed to a page at Ivy (www.mbaprepworks.com) with additional instructions. Once you login to this page using the account registration information from above, click on the “shop” button (under the BUY COURSES heading) at right to purchase the needed course(s). The relevant courses for the MSML program are listed below:

- Business Math and Statistics
- Principles of Management

Click on the “buy now” link next to each course title to begin the purchase process. You will be given the necessary prompts to complete the purchase. Each course costs \$60 (this will increase to \$75 for 2018). Do not purchase the “assessment only” option. Please note that at the present time this \$60 fee must be paid out of pocket and may not be covered under financial aid reimbursement programs.

Each leveling module may take up to 20 hours to complete depending on the subject area (roughly equivalent to one semester credit hour of time). For each module you will be allowed three (3) attempts to achieve the required minimum 80% score on the final exam. If you fail to achieve this minimum score you will need to re-register for the course before being allowed to attempt the exam again.

Once you have successfully complete an Ivy module, your program coordinator will be automatically notified via email and will have your leveling hold(s) removed so that you can register for courses.

Other courses that may require some pre-requisite knowledge

In addition to management and statistics, MSML students may have to demonstrate additional disciplinary competencies if they choose to take electives in other disciplinary areas (if they take electives in management this will not be required). For example, students wishing to take accounting, economics, CIS, or finance electives may need to demonstrate that they have the foundational knowledge to successfully complete graduate courses in these areas. If you wish to take an elective that is offered within the College of Business Administration, check the University catalog or contact the instructor for the course you wish to take to determine if any pre-requisites are necessary. If you wish to take an elective from another college, please contact your program advisor first—your advisor must pre-approve any such course before you register if you wish for it to count toward your program’s elective requirement. Other colleges may have additional pre-requisite requirements, also.

TEXAS A&M UNIVERSITY—CENTRAL TEXAS
ADVISEMENT GUIDE 2016-2017 CATALOG

**MASTER OF SCIENCE
MANAGEMENT & LEADERSHIP**

Core Requirements (33 hours)	Rotation	Date	Univ.	Grade	Hours
BUSI 5310 Business Research Methods					3
MGMT 5301 Organizational Behavior					3
MGMT 5302 Sustainable Business: A One Planet Approach					3
MGMT 5307 Responsibilities & Ethics of Leadership					3
MGMT 5308 Designing Orgs. for Sustainable Effectiveness ¹					3
MGMT 5309 Global Leadership for Sustainability ^{1,2}					3
MGMT 5090 Comprehensive Exam (with MGMT 5309)**					0
MGMT 5310 Leadership Development & Formation					3
MGMT 5311 Managing Sustainable Operations & Services					3
MGMT 5315 International Management for Sustainability					3
MGMT 5325 Cross-Sector Partnerships for Sustainability					3
MGMT 5368 Organizational Development & Change ¹					3

Elective (3 hours)	Rotation	Date	Univ.	Grade	Hours
					3

Leveling Requirements*	Date	School	Course	Experience	Approved
Management					
Statistics					

¹ Students must successfully complete MGMT 5301 before taking this course.

² Students must successfully complete MGMT 5308 and 5368 before taking this course.

* See Leveling Policy for more information.

** This “course” exists solely for internal administrative purposes. The actual comprehensive exam consists of a written case exam within MGMT 5309. Other than successfully passing this exam, there is nothing else students must do to complete MGMT 5090.

Before receiving the graduate degree, each student in the MS M&L program must meet the requirements of the Office of Graduate Studies, including official degree plan submission, application for candidacy after completion of a minimum of 12 semester hours with an overall B (3.0) GPA. Successful completion of a comprehensive program exit examination is also required.

NOTE: This is tentative guide used for advisement purposes. It is not considered to be the official Texas A&M University Central Texas degree plan and it is subject to review and change by the Texas Higher Education Coordinating Board.