

Sillybus

Stephen Bushardt's Teaching Practices Unfazed by Move to UT-Tyler

A Guest Column

When [former](#) USM management professor [Stephen Bushardt](#) packed up and departed tiny Spring Hill College several months ago, [interest](#) in him was renewed among some in the USM family. This was because his destination was the University of Texas – Tyler, where a number of former managers of USM's Shelby Thames administration (2002-07) had fled to in prior years. One of these is, as long-time readers of USMNEWS.net are aware, [former CoB dean](#) Harold Doty (2003-07), who now holds that same position at UT-T. It was at that point, several months ago, that [interest](#) in USMNEWS.net from members of the UT-T community was reinvigorated, and heading to its current level (Jan-2011), which seems to be a pinnacle.

As sources point out, interest in [Bushardt](#), now the [chair of management at UT-T](#), often comes back, in part, to interest in his classroom activities. The insert below arguably fulfills some of that interest, given that it presents part of a course syllabus from Bushardt's fall 2010 teaching load.

SYLLABUS Fall 2010

MANA 5320 LEADING AND MANAGING PEOPLE

Instructor: Stephen C. Bushardt
Office BUS 116
Telephone: 903-565-5853 office
903-285-1631 Home
Office Hours: Monday: 9:00-12:00
Friday: 9:00-12:00

Online office hours: Monday 4:00-5:30
Thursday 5:00-6:30

Other times by appointment

e-mail: Sbushardt@UTTyler.edu (best to reach me at)

Meeting time and place: ONLINE.

As the document above makes clear, Bushardt taught a section of MANA 5320 for Doty during Fall-2010. That course is a graduate level one entitled "Leading and Managing People," something current and former CoB faculty would likely

credit Bushardt as being a self-professed expert practitioner. Sources also note, however, that the course's "ONLINE" delivery aspect isn't likely something that Bushardt would relish, not because of technical requirements, but because of a lack of interpersonal relationships.

Though much of the jargon describing the course seems harmless, Bushardt's choices in required texts are interesting (see insert below). These include Machiavelli's *The Prince*, and Susan RoAne's *How to Work a Room* series.

Text and Supplementary Materials

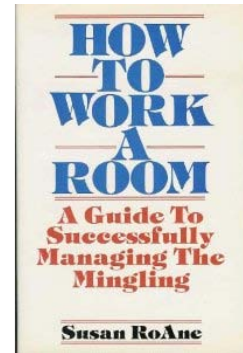
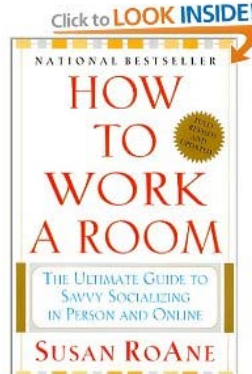
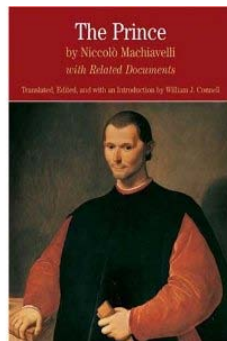
Textbook:

Articles are available on Blackboard.

Machiavelli, N. *The Prince*, selections from the Discourses and other writings.

Roanne, Susan. *How to Work a Room: The Ultimate Guide to Savvy Socializing* or the updated version *How to Work a Room: A Guide to Successfully Managing the Mingling*.

In looking at the set up for this course (thus far), one source jokingly remarked that there has to be a way that Bushardt can implement a system whereby his online students are listening to Sade's 1984 [hit single](#), *Smooth Operator*, anytime they go online to do any required assignments or work for the course.



Note also that the required readings include "Articles" that [Bushardt](#) is making available online. Though these articles are not listed at this point in the syllabus, they surely must include [greatest hits](#) from Bushardt and his coauthors, which were [once housed](#) at Bushardt's [timbersnursery.com](#). A series of reports here at [USMNEWS.net](#) [earlier exposed](#) much of Bushardt's "[research agenda](#)" concerning [people-managing issues](#), opening the eyes of many in USM's CoB and beyond. A closer look at this particular UT-T syllabus (see insert below) reveals what one would expect – that little has changed with regard to Bushardt's teaching over the decades.

Readings

1.	Critical Thinking website - www.criticalthinking.org
2.	Critical thinking model
3.	A Contingency Approach to Organizational Effectiveness through Structural Adaptation
4.	Employee evaluation- measure performance, not attitude
5.	Motivation: Part 1
6.	Motivation: Part 2
7.	Motivation: Part 3
8.	Motivation: Part 4
9.	Sales force motivation: A theoretical analysis
10.	Sales force compensation and motivation to perform: An application of expectancy theory and operant conditioning
11.	Can Money Motivate?
12.	Compensation and benefits- today's dilemma in motivation
13.	Improving teaching effectiveness: merit pay vs. organizational culture
14.	Selecting a better carrot: organizational learning, formal rewards and culture: A behavioral perspective
15.	Organizational culture, formal rewards structures, and effective strategy implementation: A conceptual model
16.	A paradigm for effective resolution of interpersonal conflict
17.	Retaining Nurses Through Conflict Resolution
18.	Win-lose situations
19.	Johari Window
20.	Performance Appraisal Enhancing Employee Development through Interpersonal Feedback
21.	Less Odious Performance Appraisals
22.	Delegation Authority and responsibility the myth and the reality
23.	Management Delegation Myths and the Paradox of Task Assignment
24.	Delegation, Authority and Responsibility: A Reconfiguration of an Old Paradigm
25.	Picking the right person for your mentor
26.	The mentor protégé relationship: A biological perspective
27.	Managing the boss: Lessons in reality theory
28.	Career advancement strategies for the new decade
29.	The Cunning Nature of Man: Excerpts from The Fountainhead by Ayn Rand
30.	Synergy and consensus-seeking

A peek at the list above reveals that all of the old standbys for Bushardt play a prominent role in this particular graduate business course from Fall-2010 at UT-T. Of course, current and former CoB management faculty, especially long-time ones, understand that this is the same *modus operandi* that guided Bushardt's teaching practice while in USM's CoB.