

# Introduction to Leadership: Concepts & Practices

## Leadership 305.01W

*Leadership and learning are indispensable to each other. ~John F. Kennedy*

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**Effective Date:** Fall 2013

**Instructor:** Ms. Kelly Coke, M.S.

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**Phone:** (903) 223-3030

**E-mail:** Contact instructor via "Blackboard Messages" regarding course material or questions.  
Please e-mail [Kelly.Coke@tamut.edu](mailto:Kelly.Coke@tamut.edu) if it is an emergency.

**Office Hours:**

- I. Course Number: 305**
- II. Course Title: Introduction to Leadership: Concepts & Practices**
- III. Semester Credit Hours: 3**
- IV. Course Description:** This course is designed to provide a basic introduction to leadership by focusing on what it means to be a good leader. Emphasis in the course is on the practice of leadership. The course will examine topics such as: the nature of leadership, recognizing leadership traits, developing leadership skills, creating a vision, setting the tone, listening to out-group members, overcoming obstacles, and addressing values in leadership. Students will assess their and leadership traits improve their own leadership performance.
- V. Course Delivery Method:** Web-based
- VI. Required Textbooks/Resources:**

Northouse, P. G. (2012). *Introduction to Leadership: Concepts and Practice* (2nd ed.). SAGE

ISBN: 9781412989527

Required: Yes

Kellerman, Barbara. (2010). *Leadership: Essential Selections on Power, Authority, and Influence* (1<sup>st</sup> ed.). McGraw-Hill

ISBN: 978-0071070973

Required: Yes

## **VII. Student Learning Outcomes:**

1. Students will access potential leadership philosophy, traits, skills, and behaviors, and develop a leadership portfolio.
2. Students will exercises an understanding of the fundamental ways leadership is practiced in on-going organizations.
3. Students will evaluate fundamental leadership practices relevant to contemporary organizations.
4. Students will enhance their writing skills by comparing and contrasting different leadership approaches.

## **VIII. Course Outline:**

### **Module 1**

#### **Chapter 1 – Being a Leader (Northouse)**

**Lecture, Readings, & Videos:** Defining Leadership; Global Leadership Attributes; Practicing Leadership.

**Case Study:** King of the Hill

**Leadership Portfolio:** 1.1 Conceptualizing Questionnaire; 1.2 Observational Exercise; 1.3 Reflection and Action Worksheet

#### **Chapter 2 -Recognizing Your Traits (Northouse)**

**Lecture, Readings, & Videos:** Historical Leaders; What Traits Do These Leaders Display? Leadership Studies: What Traits Do Effective Leaders Exhibit?

**Case Study:** An Emerging Leader

**Leadership Portfolio:** 2.1 Leadership Traits Questionnaire; 2.2 Observational Exercise; Reflection and Action Worksheet

#### **Chapter 3-Recognizing Your Philosophy and Style of Leadership (Northouse)**

**Lecture, Readings, & Videos:** What is Your View of Human Behavior at Work? Styles of Leadership: Authoritarian, Democratic, and Laissez-Faire. What is Your Style of Leadership?

**Case Study:** Lighten Up, Mary?

**Leadership Portfolio:** 3.1 Leadership Styles Questionnaire; 3.2 Observation Exercise; 3.3 Reflection and Action Worksheet.

#### **Chapter 4-Attending to Task and Relationships (Northouse)**

**Lecture, Readings, & Videos:** What is Your Personal Style? What Kind of Leader are you?

**Case Study:** From Two to One

**Leadership Portfolio:** 4.1 Task and Relationship Questionnaire; 4.2 Observational Exercise; 4.3 Reflection and Action Worksheet

**Lecture, Readings, & Videos:** About Leadership (Kellerman)

**Discussion #1 and #2**

**Review Quiz #1**

### **Module 2**

#### **Chapter 5-Developing Leadership Skills (Northouse)**

**Lecture, Readings, & Videos:** What are Your Core Leadership Skills?

**Case Study:** Why Twitter's CEO Demoted Himself?

**Leadership Portfolio:** 5.1 Leadership Skills Questionnaire; 5.2 Observational Exercise; 5.3 Reflection and Action Worksheet

#### **Chapter 6-Creating a Vision (Northouse)**

**Lecture, Readings, & Videos:** How is Vision Articulated? How is Vision Implemented?

**Case Study:** The Promise of the Pink Ribbon

**Leadership Portfolio:** 6.1 Leadership Vision Questionnaire; 6.2 Observational Exercise; 6.3 Reflection and Action Worksheet

### **Chapter 7-Setting the Tone (Northouse)**

**Lecture, Readings, & Videos:** Provide Structure; Clarify Norms; Build Cohesiveness; Promote Standards of Excellence

**Case Study:** A Tale of Two Classes

**Leadership Portfolio:** 7.1 Setting the Tone Questionnaire; 7.2 Observational Exercise; 7.3 Reflection and Action Worksheet

**Lecture, Readings, & Videos: Literature as Leadership (Kellerman)**

**Discussion #3**

**Review Exam #2**

**Mid-term Exam**

## **Module 3**

### **Chapter 8-Listening to Out-Group Members (Northouse)**

**Lecture, Readings, & Videos:** Who is in the Out-Group? Why Do Out-Groups Form? What is the Impact of Out-Groups? How Should a Leader Respond to Out-Groups?

**Case Study:** NUMMI Commandos

**Leadership Portfolio:** 8.1 Responding to Members of the Out-Group Questionnaire; 8.2 Observational Exercise; 8.3 Reflection and Action Worksheet

### **Chapter 9-Handling Conflict (Northouse)**

**Lecture, Readings, & Videos:** Conflict Defined; Kinds of Conflict; Fisher and Ury Approach to Conflict; Strategies for Conflict Resolutions; and Killman and Thomas Styles of Approaching Conflict

**Case Study:** Conflict with My Father

**Leadership Portfolio:** 9.1 Conflict Style Questionnaire; 9.2 Observational Exercise; 9.3 Reflection and Action Worksheet

### **Chapter 10-Overcoming Obstacles (Northouse)**

**Lecture, Readings, & Videos:** Obstacle#1-Unclear Goals; Obstacle#2-Unclear Direction; Obstacle#3-Low Motivation; Obstacle#4-Complex Tasks; Obstacle#5-Simple Task; Obstacle#6 Low Involvement; Obstacle#7 Lack of Challenge

**Case Study:** Hard Lessons

**Leadership Portfolio:** 10.1 Path-Goal Theory Questionnaire; 10.2 Observational Questionnaire; 10.3 Reflection and Action Worksheet

**Lecture, Readings, & Videos: Leadership is Action (Kellerman) (Continue in Module#4)**

**Discussion #4**

**Review Exam#3**

## **Module 4**

### **Chapter 11-Addressing Ethics in Leadership (Northouse)**

**Lecture, Readings, & Videos:** Ethical Leadership is about the following: the Character of the Leader, Action of the Leader, Goals of Leader, Honesty of the Leader, Power of the Leader, Value of Leader

**Case Study:** Scandal on a Conservative Campus

**Leadership Portfolio:** 11.1 Core Value Questionnaire; 11.2 Observational Exercise; 11.3 Reflection and Action Worksheet

**Discussion #5**

**Review Exam#4**

**Final Exam**

**Leadership Portfolio**

### **Methods of Evaluation**

| <b>Course Evaluation:</b>                         | <b>Points</b> |
|---------------------------------------------------|---------------|
| Student Contract/Introduction                     | 10 points     |
| Discussion Board Questions (five @ 5 points each) | 25 points     |
| Case Study (11 @ 6 points each)                   | 66 points     |
| Mid-Term Exam                                     | 100 points    |
| Final Exam                                        | 100 points    |
| Leadership Profile Portfolio                      | 100 points    |
| <b>Total Points: 401</b>                          |               |

Review Exams- 20 extra points (four review exams at five points each)

Course Evaluation – 5 extra points

A: 401-359 B: 360-319 C: 320-279 D: 278-239 F: 238 or below

### **IX. Grading Scale:**

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

A: 401-359 B: 360-319 C: 320-279 D: 278-239 F: 238 or below

**XI. Library/Media Resources Assessment:** The student is required to use the University library for additional research for assignments.

### **Student Participation:**

- a. Participation Policy:** Online participation is required for this course. The student will be required to conduct visits to community landmarks in their communities. The student's interpretation of the reading material assigned and feedback to other students in small group discussions are an important part of the learning process. Please contact the instructor with any problems with online activities.
- b. Course Etiquette:** In this course students are to conduct professional, correct grammar, and respectful dialogue. Passionate discussion is encouraged as done so respectfully. Please e-mail the instructor as if you were turning in an assignment. Do not e-mail the instructor as if you sending a text message to your friends or in all CAPS. Please review

<http://www.albion.com/netiquette/corerules.html> from the book *Netiquette*, by Virginia Shea.

## **XII: Assignments and Assessments**

All assignments and exams will be submitted via Blackboard. E-mail assignments will not be accepted. Assignment passed due date will not be accepted unless instructor is contacted 48 hours before assignment is due. Only university excused absences will be accepted for tardiness of assignments. Grading rubrics will be provided in Blackboard for evaluation of all assignments. The instructor reserves the right to change the assignment due date as needed. Only word documents saved as RTF or PDF will be accepted. All due dates are posted in Blackboard under "Save the Due Dates" tab. The student is encouraged to contact the instructor with any questions regarding assignments or about the course.

**Five Discussion Board Questions (25pts.):** You will participate in an ongoing discussion using the Discussion Board. Since our meeting time is online, discussion board questions will be submitted. You will submit your response by due date. There are five questions valued at 5 points each. No credit will be given for past due responses. Thoughtful and philosophical content will only be accepted. **Assignment instructions and a grading rubric will be created for this assignment in Blackboard.**

## **Case Study (66 points):**

Student will submit a Case Study from chapter from the *Introduction to Leadership: Concepts and Practices* text. The case study is designed to help the student how to become a better leader. After each case study, thought provoking questions are provided to help the student analyze the case using ideas presenting in each chapter. Each case study will be submitted in Blackboard. There will be a total of eleven case studies. **66 points**

## **Leadership Profile Portfolio (100 points):**

The student will complete a leadership questionnaire throughout the semesters to determine their leadership style. The student will assemble a Leadership Portfolio consisting of four parts:

1. Results from each chapter questionnaire, observational exercise, reflection/action and a synopsis of the student's leadership profile results (What did the student learn about themselves from this?)
2. Personal and Professional Mission Statement and goals to accomplish mission statements
3. Picture page to articulate the type of leader you want to be through visual media;
4. Two page reflection paper about the reading of the Kellerman text (*Leadership: Essential Selections on Power, Authority, and Influence*).

Each student is encouraged to be creative with this project and is recommended to use in professional evaluations or other professional interviews. Correct grammar and good writing mechanics will only be accepted. Please include in a cover and again, creativity is encouraged as this project is for the student's benefit of learning and reflecting about their leadership styles, traits, and abilities. The paper should be a minimum of eight pages and saved as a PDF file to be submitted via Blackboard.  
**100 points**

**Assessments:**

There will be a Mid-Term and a Final Exam. Exams will consist of 40-50 true-false and multiple-choice questions concerning the reading assignments and the text. Exams will not be comprehensive, but cover the assigned chapters. Exams will be available in the Blackboard program at designated times and will have time limit. **100 points each**

**Review Exams:**

Review Exams are to assist the student in preparing for the mid-term and final exam. The review exam will post one week prior to the exam and is for extra credit only and are not required to be completed.

- XIII. Disability Accommodations:** Students with disabilities may request reasonable accommodations through the A&M-Texarkana Disability Services Office by calling 903-223-3062.
- XIV. Academic Integrity:** Academic honesty is expected of students enrolled in this course. Cheating on examinations, unauthorized collaboration, falsification of research data, plagiarism, and undocumented use of materials from any source constitute academic dishonesty and may be grounds for a grade of 'F' in the course and/or disciplinary actions. For additional information, see the university catalog.
- XV. A&M-Texarkana Email Address:** Upon application to Texas A&M University-Texarkana an individual will be assigned an A&M-Texarkana email account. This email account will be used to deliver official university correspondence. Each individual is responsible for information sent and received via the university email account and is expected to check the official A&M-Texarkana email account on a frequent and consistent basis. Faculty and students are required to utilize the university email account when communicating about coursework.
- XVI. Drop Policy:** To drop this course after the census date (see [semester calendar](#)), a student must complete the Drop/Withdrawal Request Form, located on the University website <http://tamut.edu/Registrar/droppingwithdrawing-from-classes.html>) or obtained in the Registrar's Office. The student must submit the signed and completed form to the instructor of each course indicated on the form to be dropped for his/her signature. The signature is not an "approval" to drop, but rather confirmation that the student has discussed the drop/withdrawal with the faculty member. The form must be submitted to the Registrar's office for processing in person, email [Registrar@tamut.edu](mailto:Registrar@tamut.edu), mail (7101 University Ave., Texarkana, TX 75503) or fax (903-223-3140). Drop/withdraw forms missing any of the required information will not be accepted by the Registrar's Office for processing. It is the student's responsibility to ensure that the form is completed properly before submission. If a student stops participating in class

(attending and submitting assignments) but does not complete and submit the drop/withdrawal form, a final grade based on work completed as outlined in the syllabus will be assigned.

**Include the following explanation for web-enhanced and online courses.**

**XVII. Class Participation:** Students are responsible for beginning their participation on the FIRST CLASS DAY by logging on and completing assignments according to the COURSE CALENDAR. Failure to submit online assignments between the first day of classes and the University census date (according to the University schedule) will result in an ADMINISTRATIVE DROP from the course.

**XVIII. Student Technical Assistance:**

- Solutions to common problems and FAQ's for your web-enhanced and web courses are found at this link: <http://www.tamut.edu/Training/Student%20Training/index.html>
- If you cannot find your resolution there, you can send in a support request detailing your specific problem here: <http://www.tamut.edu/techde/support.htm>
- Blackboard Helpdesk contacts (office hours are: Monday - Friday, 8:00a to 5:00p)  
Julia Allen (main contact) 903-223-3154 [julia.allen@tamut.edu](mailto:julia.allen@tamut.edu)  
Nikki Thomson (alternate) 903-223-3083 [nikki.thomson@tamut.edu](mailto:nikki.thomson@tamut.edu)  
Jayson Ferguson (alternate) 903-223-3105 [jayson.ferguson@tamut.edu](mailto:jayson.ferguson@tamut.edu)

**XVIII. Technical Requirements:**

**Minimum Windows PC Requirements:**

- Pentium IV 1.5GHz+ (preferred: Core Duo)
- 1 GB RAM minimum (preferred: 2 GB)
- 128MB Video Card minimum - Sound Card is required for some courses
- 56K modem minimum (Cable or DSL required for some courses)
- Windows 2000, XP, Vista or 7
- Web browser (Internet Explorer 7.0+; Firefox 3.0+)
- Microsoft Word, minimum Office 97

Some courses will need plug-ins such as Flash player 10 +, QuickTime player 7.0+, Adobe Reader 9.0+, Java Runtime Environment (Java 1.6.0\_15), Windows Media Player 10+, RealPlayer, and Macromedia/Adobe Shockwave.

Some online courses may also require a CD ROM (8x minimum, higher recommended)

Blackboard has certified the following browsers for computers running Windows Operating Systems:

- Internet Explorer 8 or 9 (IE is not supported on Windows XP)
- Mozilla Firefox 3.6+
- Google Chrome

#### **Minimum Apple Macintosh Requirements:**

- Intel Core 2.0GHz+
- 1 GB RAM (preferred: 2 GB)
- 128MB Video Card minimum - Sound Card is required for some courses
- 56K modem minimum (Cable or DSL required for some courses)
- Web browser (Firefox 3.0+ ; Safari 3.0+)
- Microsoft Word, minimum Office 97

Some courses will need plug-ins such as Flash player 10+, QuickTime player 7.0+, Adobe Reader 9.0+, Java Runtime Environment, RealPlayer, and Macromedia/Adobe Shockwave.

Some online courses may also require a CD ROM (8x minimum, higher recommended)

Blackboard has certified the following browsers for computers running Macintosh Operating Systems:

- Mac OS 10.2 (Jaguar): (Safari 1 is compatible)
- Mac OS 10.3 (Panther): Safari 1.2 (Firefox 1.5 is compatible)
- Mac OS 10.4 (Tiger): Safari 2 and Firefox 1.5
- Mac OS 10.5 (Leopard): (Firefox 2.0 is compatible)

#### **I-OS and Android Devices**

These devices are currently supported using the Blackboard Mobile App, available for free from your App Store or scan the code below:



To access Texas A&M University - Texarkana, there is an individual license fee of \$1.99 per year or \$5.99 lifetime. This fee gives you access to the university from all your (same platform) devices; it is not necessary to pay the fee for each device you own.