Leadership 310
Leadership Theory and Practice II

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

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Effective Date: Summer 2013

I. Course Number: 310
II. Course Title: Leadership Theory and Practice II
III. Semester Credit Hours: 3

IV. Course Description: This course is an introduction to leadership theory and practice. Students will develop an understanding of the behaviors and characteristics of leaders through examination of current leadership models. Common leadership issues and dilemmas will be examined through case studies of real world situations.

V. Course Delivery Method: Web-based

Prerequisite: Junior standing and completion of Leadership 305 (beginning spring 2014)

VII. Student Learning Outcomes:

1. Define the nature of leadership and the attributes of a leader through a study of current leadership theories.
2. Develop an understanding of the communication and interpersonal processes necessary to lead effectively.
3. Develop an understanding of the moral dimensions of leadership by exploring the areas of ethics and personal integrity.
4. Gain an awareness of the impact of gender, race and cultural issues in the development of leaders and leadership theory.
5. Develop an understanding of the potential of leadership to transform individuals, organizations and society.

VIII. Course Outline: (Specific Dates will be listed in Blackboard)

Module 1
Chapters 1-4; power point and videos
Assignments:

Lead 310; Coke, 1
Complete Discussion Board #1 and Discussion Board #2
Exam #1 will cover Chapters 1-4

Lecture/Learning Objectives:
Leadership Defined
Trait Approach
Skills Approach
Style Approach

Module 2
Chapters 5-9; power point and videos
Assignments:
Complete Discussion Board #3
Exam #2 will cover Chapters 5-9
This I Believe Essay
Lecture/Learning Objectives:
Chapters 5-9 text; power points and videos
Situational Approach
Contingency Theory
Path–Goal Theory
Leader–Member Exchange Theory
Transformational Leadership

Module 3
Chapters 10-13; power points and videos
Assignments:
Complete Discussion Board #4
Exam #3
Lecture/Learning Objectives:
Chapters 10-14 text; power points and videos
Servant Leadership
Authentic Leadership
Team Leadership
Psychodynamic Approach

Module 4
Chapters 14-16; power points and videos
Assignments:
Complete Discussion Board #5
Exam #4
Passion and Persuasion Paper
Lecture/Learning Objectives:
Chapters 14-16; power points and videos
Women and Leadership
Culture and Leadership
Leadership Ethics
IX. Grading Scale:

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

Methods of Evaluation

Exam #1                                    50 points
Exam #2                                    50 Points
Exam #3                                    50 points
Exam #4                                    50 points
Five Discussion Board Questions (@ 20 points each) 100 points
  Passion and Persuasion Paper              80 points
  This I Believe Essay                      20 points

Grand Total: 400 points

Extra Credit ONLY
Leadership Movie Essay                     20 points Due August 1st Look in the Extra Credit tab for detailed instructions.
Four Exam Review Quizzes                    20 points This will post one week before each exam.

Look in the Extra Credit Folder in Blackboard for explicit instructions

XI. Library/Media Resources Assessment: The student is required to use the University library online for research. Please contact the John F. Moss Library at 903-223-3100 for access and researching questions.

Communication: The Blackboard e-mail for this course is the primary method of communicating. If the student has an immediate problem or emergency, they should e-mail the instructor at Kelly.Coke@tamut.edu Please Note: The instructor reserves the right to alter the class schedule as necessary. Permission to take exams at times other than those listed in the class schedule will be given only under extenuating circumstances by the instructor prior to the test date.

Student Participation:

a. Participation Policy: Online participation is required for this course. Since this is a summer course, logging onto to Blackboard daily is essential to be successful in this course. The student’s interpretation of the reading material assigned and feedback to other students in discussion questions are an important part of the learning process. Please contact the instructor with any problems with online activities. The student must have proper computer and programs ensure success in course, please see XVII below.

b. 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.

c. Course Etiquette: In this course students are to conduct professional, correct grammar, and respectful dialogue. Passionate discussion is encouraged, as done so respectfully.
The consequences of inappropriate and disrespectful content will lead to removal from course.

XII. Assignments

All assignments will be submitted via Blackboard. Late assignments will not be accepted, unless instructor is contacted before assignment due date with a documented university excused absence.

Discussion Board Questions:

Five Discussion Board Questions (100 pts.): There are five discussion board questions valued at 20 points each. Please do not attach discussion board responses as a word attachment; this will not be accepted. Students will participate in an ongoing discussion using the Discussion Board within Blackboard. Since meeting time is online, biweekly discussion board questions will be submitted. Submissions and responses are due by the designated due date. Each original discussion must be 350 words and students must reply to two classmate’s original posting of at least 100 words. The student’s grade will reflect how well the question is answered and responses to other students. To do well in these discussions, the student must read the text and any other materials posted to read. The student is required to use their “own” words and avoid copying from the text. Postings with plagiarized portions will not receive a passing grade. Support point of view with facts, examples, cases, rather than personal opinions, unless instructed to state your opinion. Avoid sermonizing, ranting, or attacking another student in the discussions. To receive full credit comments should reflect understanding and thoughtful analysis of the readings. Offering a critical analysis means stating a position and supporting it, rather than just stating, “I don’t like the way the author presents this theory.” The student should be able to state why they do not agree with a position or theory. No credit will be given for past due responses. Assignment instructions and a grading rubric will be created for this assignment in Blackboard.

Discussion Board Questions will close the night the assignment is due and will not be reopening after the due date.

DQ#1 due June 14\textsuperscript{th} at midnight
DQ#2 due June 30\textsuperscript{th} at midnight
DQ#3 due July 14\textsuperscript{th} at midnight
DQ#4 due August 2\textsuperscript{nd} at midnight
DQ#5 due August 16\textsuperscript{th} at midnight

Exams:

Four Exams (200 pts.) There will be four exams consisting of 25 questions over the reading assignments, lecture power points, and videos. Exams will not be comprehensive, but will cover assigned chapters. Exams are available in the Blackboard program and timed. Each exam will be 50 points each. Study questions will available in the Study Guide folder/tab in Blackboard. The study questions are not required for a grade, but will benefit the student to prepare for the exams. The videos included in each chapter are to help the student understand
the lecture content better. Extra credit (not required) quizzes will be given a week before the exam to help you prepare. Once the student enters the exam, the exam must be completed within 50 minutes.

| Exam #1 | June 28th | due July 1st at midnight | Chapters 1-4 |
| Exam #2 | July 12th | due July 15th at midnight | Chapters 5-10 |
| Exam #3 | August 2nd | due August 5th at midnight | Chapters 10-14 |
| Exam #4 | August 11th | due August 16th at midnight | Chapters 14-16, plus questions from previous exams |

**This I Believe Essay:** (I speaking in “second person” to ensure the student understands the purpose and instructions for this assignment.)

**This I Believe Essay (20 pts.) Due Monday, July 1st at midnight.** This essay should reflect the culmination of your thoughts about leadership. It is based on the NPR series “This I Believe”, but with a twist. Rather than crafting a statement about your beliefs in general, you are asked to write a concise summary of your beliefs about leadership, using the quotation from Warren Bennis as the starting point: “The point is not to become a leader. The point is to become yourself, and to use yourself completely – all your gifts, skills and energies – to make your vision manifest. You must withhold nothing. You must, in sum, become the person you started out to be, and to enjoy the process of becoming.” Warren Bennis, On Becoming a Leader. What is your vision? How are you making it manifest? How are you becoming yourself? Are you enjoying the process of becoming? In preparation, you are asked to read the following links to understand the purpose of the assignment and read at least three to five “This I Believe” columns online to see the range of people and ideas represented. [http://thisibelieve.org/about/](http://thisibelieve.org/about/) and [http://thisibelieve.org/essays/featured](http://thisibelieve.org/essays/featured)

Your essay should be 500 words or less (1 ½ – 2 pages double-spaced). No cover page is required. To receive credit for the assignment: The final essay should be submitted via Blackboard assignment tab. **Note: You are not required to submit on “This I Believe” website, but are welcome to do so.** A grading rubric for this assignment is in Blackboard.

**Passion & Persuasion Paper:**

This is not an assignment the student can complete at the last minute, so please make appropriate timing accommodations to ensure paper is completed successfully.

**Passion and Persuasion Paper (80 points) Due August 5th at midnight.** Each student will write a coherent 8-10 (this includes the reference page) double spaced paper with at least eight sources and three sources from the Texas A&M University-Texarkana library. If the student is not familiar with A&M-Texarkana online, contact the library for assistance. The purpose of this paper is for the student to write about a topic they are passionate about and persuade the reader/instructor in support of the issue. The paper should include the history or background, and any other supporting evidence to support the student’s stance. What topic? Any topic the student is firmly passionate about as long as the issue is legal and ethical. If the student is not sure on the topic, please e-mail the instructor to be sure. Only APA formatting and referencing will be accepted. The paper will be graded on grammar, writing mechanics, coherence of the paper, and if the reader is influenced and in agreement with the student’s position. Good leaders know how to influence other and in their communication...
efforts. (See Chapter one.) Papers will be submitted in the assignment tab of Blackboard. A grading rubric will be provided in blackboard.

References: List all references used and interviews conducted in your report using the APA Style Manual, 6th edition.

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, 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.

XVII. 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
  Nikki Thomson (alternate) 903-223-3083 nikki.thomson@tamut.edu
  Jayson Ferguson (alternate) 903-223-3105 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.

"And remember…… “The point is not to become a leader. The point is to become yourself, and to use yourself completely – all your gifts, skills and energies – to make your vision manifest. You must withhold nothing. You must, in sum, become the person you started out to be, and to enjoy the process of becoming.”  Warren Bennis, On Becoming a Leader

Leadership 310 Policies