

**Leadership 310 Fall 2018 -- 2<sup>nd</sup> Eight Weeks**  
**Leadership Theory and Practice II**  
**Managers do things right; leaders do the right thing. ~ Peter Drucker**

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**Effective Date:** Fall 2018

**Instructor:** Marlena Ballard Coco, Ph.D.

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**Office:** Virtual or by phone-please contact instructor via Blackboard messages or email to set an appointment.

**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

**VI. Required Textbooks/Resources:** Northouse, P. G. (2018). *Leadership: Theory and practice* (8th ed.). Thousand Oaks, CA: Sage Publications Incorporated.  
ISBN-10: 1506362311 ISBN-13: 978-1506362311

**Prerequisite:** Junior standing.

**VII. Student Learning Outcomes:**

1. Define the nature of leadership and the attributes of a leader through a study of current leadership theories.
2. Explain the communication and interpersonal processes necessary to lead effectively through problem based learning.
3. Discuss the moral dimensions of leadership by exploring the areas of ethics and personal integrity.
4. Discuss and demonstrate 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 by analyzing, criticizing, and constructing arguments using critical thinking skills.
6. Discuss and explain leadership theories.

### Curriculum Map

	Discussion Boards	Case Studies	This I Believe Paper	Follow the Leader Paper	Exams
<b>Define the nature of leadership and the attributes of a leader through a study of current leadership theories.</b>	X	X		X	X
<b>Explain the communication and interpersonal processes necessary to lead effectively through problem based learning.</b>	X	X		X	X
<b>Discuss and demonstrate an awareness of the impact of gender, race, and cultural issues in the development of leaders and leadership theory.</b>	X	X	X	X	X
<b>Develop an understanding of the potential of leadership to transform individuals, organizations, and society by analyzing, criticizing, and constructing arguments using critical thinking skills.</b>	X	X	X	X	X
<b>Discuss and explain leadership theories.</b>		X		X	X

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

### Modules 1-2

#### **Chapters 1-4; PowerPoint and Videos**

##### **Assignments:**

- Submit Student Contract in Blackboard during first week to avoid administrative drop.
- Complete Discussion Board #1 and Discussion Board #2
- Exam #1 (Chapters 1-4)

##### **Lecture/Learning Objectives:**

- Leadership Defined
- Trait Approach
- Skills Approach
- Behavioral Approach

### Modules 3-4

#### **Chapters 5-8; PowerPoint and Videos**

##### **Assignments:**

- Complete Discussion Board #3
- Exam #2 (Chapters 5-8)
- This I Believe Paper

##### **Lecture/Learning Objectives:**

- Situational Approach
- Path–Goal Theory
- Leader–Member Exchange Theory
- Transformational Leadership

### Modules 5-6

#### **Chapters 9-13; PowerPoint and Videos**

##### **Assignments:**

- Complete Discussion Board #4
- Exam #3 (Chapters 9-13)

##### **Lecture/Learning Objectives:**

- Authentic Leadership
- Servant Leadership
- Adaptive Leadership
- Followership
- Leadership Ethics

### Modules 7-8

#### **Chapters 14-16; PowerPoint and Videos**

##### **Assignments:**

- Complete Discussion Board #4
- Exam #4 (Chapters 14-16)
- Follow the Leader Paper (Passion and Persuasion Paper)

##### **Lecture/Learning Objectives:**

- Team Leadership
- Gender and Leadership
- Culture and Leadership

**IX. Grading Scale:**

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

A: 400-360 B: 359-320 C: 319-280 D: 279-240 F: 239 or below

**Methods of Evaluation:**

Exam #1	50 points
Exam #2	50 Points
Exam #3	50 points
Exam #4	50 points
<i>Total Exams: 200 points</i>	
Five Discussion Board Questions (5@ 10 points each)	50 points
Follow the Leader Paper	80 points
Case Study (5 @ 10 points each)	50 points
This I Believe Paper	20 points
<b>Grand Total: 400 points</b>	

The instructor will grade assignments within one week from when each assignment is due. If there is a delay in grading feedback, the instructor will notify the class.

**X. Communication and Participation:**

**Communication:** Blackboard email/message is the primary method of communication for this course. If students have an immediate problem or emergency, they should e-mail the instructor at marlenabcoco@gmail.com. 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.

**Participation**

**a. Student Participation:** Online participation is required for this course, so log in to Blackboard on a regular basis 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 essential to active and productive learning and engagement with the class and material. Please contact the instructor with any problems with online activities. The student must have appropriate access to computer, program, and technology to ensure success in the course, please see policy information and technology requirements and assistance information below.

**b. Class/University 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 (10/22/2018) and the University census date (according to the University schedule) (10/29/2018) 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.

**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.

**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. \* All assignments/assessments will close the night the assignment is due and will not reopen after the due date.

**Student Contract Exam/Quiz (10 points):**

The student will complete a course policies contract quiz under the “exam tab” in Blackboard. The student will complete the quiz by completing the blanks with their first and last name. This will be due the first week of class. Failure to complete the student quiz contract will result in an automatic course drop.

**Discussion Board (50 points):**

- There will be five discussion boards at 50 points each.
- The student should not attach discussion board responses in a Word (or any other file type) attachment; this will not be accepted. Students will participate in an ongoing discussion using the Discussion Board within Blackboard.
- Since meeting time is online, discussion board questions will be posted. Submissions and responses are due by the designated due date.
- Each original discussion must be 250 words. Students must also reply to the original post of two classmates’ and use at least 50 words in the reply.
- 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. Students are required to use their “own” words and avoid copying from the text. Postings with plagiarized portions will not receive a passing grade. **When quoting the text directly as well as paraphrasing the text, be sure to use in-text citations in APA style.** In addition, 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.” Students 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.
- In some of the discussion board prompts, students will submit a case study from selected chapters from the textbook.
- The discussion post/journal/case study is designed to help the student reflect on how to become a better leader and contrast different leadership styles. After each case study, prolific questions are provided in the textbook to help the student analyze the case study using ideas and practices presented in each chapter.

**Case Study (50 points):**

Students will submit a case study from selected chapters from the textbook. The journal/case study is designed to help the student how to become a better leader and contrast different leadership styles. After each case study, prolific questions are provided in the textbook to help the student analyze the case study using ideas and practices presented in each chapter. Each case study will be submitted in Blackboard. There will be a total of five case studies valued at 10 points each.

**Exams (200 points)**

- There are four (4) exams consisting of 25-35 questions in each exam.
  - Questions pertain to content in the textbook/reading assignments, lecture PowerPoints, and videos.
  - Exams are not comprehensive. Each exam covers the corresponding assigned chapters and learning materials in modules.
- Each exam is taken in Blackboard, timed, and worth 50 points.
  - Timed exams: Once the student enters the exam, the exam must be completed within 50 minutes.
- Study questions are included in the Study Guide folder/tab in Blackboard.
  - Study questions are not required for a grade. Practice questions may help the student to prepare for exams. Practice questions are provided a week prior to exams to assist in study preparation.
  - Videos included in modules and chapters are provided to facilitate learning and assist the student in deeper understanding of the lecture and reading content.
- Exam and textbook chapter structure:
  - Exam #1 Chapters 1-4
  - Exam #2 Chapters 5-8
  - Exam #3 Chapters 9-13
  - Exam #4 Chapters 14-16

**This I Believe Paper (20 points):**

- **Paper Prompt:**
  - This paper should reflect the culmination of your thoughts about leadership. It is based on the NPR series, *This I Believe*, with a personal reflection on leadership.
  - The purpose of this assignment is to write a concise summary of your beliefs about leadership using the following quote as the starting point. In the seminal text, *Becoming a Leader*, Warren Bennis (1989) stated: **“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.”**
  - To begin this assignment, explore the following pages online. Read and/or listen to at least (3) to (5) articles in any section. Reflect on the range of people and ideas represented in the various essays.
    - <https://www.npr.org/series/4538138/this-i-believe>
    - <https://thisibelieve.org/>

- Compare and discuss your beliefs and views about leadership. Consider the following questions: What is your vision? How are you making it manifest? How are you becoming yourself? How are you enjoying the process of becoming?
- **Paper Requirements:**
  - Papers must be 500 words or less.
  - A grading rubric for this assignment is in Blackboard.
  - Submit paper online to Blackboard via Blackboard assignment tab.
  - Note students are not required to submit essays to the *This I Believe* organization website, but welcome to do so.

### **Follow the Leader Paper (80 points)**

- **Paper Prompt:**
  - The purpose of this paper is to evaluate the effectiveness of a selected leader's use of social media to promote the leader's ideas.
  - Identify an opinion of an influential leader that you admire. Follow the leader you selected on social media (Snapchat, Instagram, Twitter, Facebook, blog, etc.) during the eight (8) week term for this class.
  - Provide advice for the leader on how to better motivate followers, maximize use of social media platforms (e.g., Instagram – photos, Twitter- brevity, LinkedIn or Facebook – networking), and influence people toward common goals.
  - Select a leadership approach that best fits the scenario to analyze the effectiveness of the leader's use of social media to influence followers on a particular opinion/agenda.
- **Paper Requirements:**
  - Papers must be formatted according to APA 6<sup>th</sup> edition.
  - Papers must be 5-7 pages. (Five (5) pages minimum, not including title/cover and reference pages).
  - Include at least three (3) to five (5) scholarly sources and citations in-text within the paper and listed on the references page. Citations must be used throughout the entire paper. Be sure to cite sources according to APA style; **both** in-text and reference page citations are required.
  - Points will be deducted for spelling/grammatical errors, typos, and APA format errors. Papers will be assessed using the grading rubric for this assignment in Blackboard.
  - The final copy of the paper must be submitted to Blackboard in the assignment tab of Blackboard.

**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.

**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.

#### **XVII. Student Technical Assistance:**

Solutions to common problems and FAQ's for your web-enhanced and online courses are found on the [Online Student Training](#) page on our website. If you cannot find your resolution there, you can submit a support request by contacting the IT HelpDesk:

Email: [helpdesk@tamut.edu](mailto:helpdesk@tamut.edu)

Phone: 903-334-6603

Submit a [Support Request Ticket](#)

Additional student help for Blackboard can be found here:

[Blackboard Help for Students](#)

#### **XVIII. Technical Requirements:**

The following are the minimum computer requirements for online learning:

A computer capable of handling streaming video. A mid-range multi-core CPU should be adequate. A sound card. A high speed internet connection preferably directly connected to the computer via a hard-wired Ethernet connection rather than wirelessly connected. Virus and adware protection software. Microsoft Word, minimum version 2007 or above. [Mozilla Firefox](#) browser available free. The most recent versions of Java, Flash, QuickTime, Adobe Reader, and Shockwave. You can check this in the Firefox browser by visiting: [Firefox Plugin Check Tool](#)  
Please note: some instructors may require the use of a headset with microphone and/or a webcam. If so, the cost of these items is not included in your course fees and will need to be acquired at your own expense.

#### **Blackboard Mobile for iOS and Android Devices**

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



The Blackboard Mobile App provides limited access to courses, including the ability to read and contribute to discussions, check grades and announcements, access content, read and comment on blogs, reflect in journals, link to your personal Dropbox, and receive push notifications when courses are updated. Limited course features may also be available via your mobile device's browser; however, your mobile device does not replace your personal computer and should not be used as a substitute for one. High stakes assignments, tests, etc. should be completed on your personal computer, and not on your mobile device.