



HIED 654 01W Leadership Theory & Practice

COURSE SYLLABUS: Spring 2024

INSTRUCTOR INFORMATION

Instructor: Dr. David Tolliver

Office Location: Binnion Hall 223

Office Hours: In-person or Virtual (by appointment)

Office Phone: 903-886-5617 (use email for faster response)

University Email Address: david.tolliver@tamuc.edu

Preferred Form of Communication: Email

Communication Response Time: Email is the best way to reach me as I check it daily. A reply will be sent within 48 hours (except on weekends and holidays), depending upon the time your message was received.

Important Note: "A&M-Commerce requires the use of face-coverings in all instructional and research classrooms/laboratories. Exceptions may be made by faculty where warranted. Faculty have management over their classrooms. Students not using face-coverings can be required to leave class. Repetitive refusal to comply can be reported to the Office of Students' Rights and Responsibilities as a violation of the student Code of Conduct."

"Students should not attend class when ill or after exposure to anyone with a communicable illness. Communicate such instances directly with your instructor. Faculty will work to support the student getting access to missed content or completing missed assignments."

Please check Course Requirements below as well.

COURSE INFORMATION

Textbook(s) Required:

- Theories of Leadership: Theory and Practice (8th ed) by Peter R. Northouse. Print ISBN: 978-1506362311, 1506362311

Optional: American Psychological Association. (2020). *Publishing manual of the American Psychological Association* (7th ed.). Washington, DC: Author.

Course Description

This course includes topics related to theories of leadership and their relevance to the work of workplace learning and performance as well as organizational effectiveness, changes, and improvement. The focus of the course is directed toward the individual

The syllabus/schedule are subject to change.

and the organization. Through cases and self-analyses, students will learn about major approaches to developing organizational leadership and improve their own leadership practices.

Student Learning Outcomes

Develop and demonstrate an understanding of:

- Review major theories and principles of leadership, discuss strengths and weaknesses of examined leadership theories.
- Examine how the self compares in terms of strengths and needs for improvement against selected leadership theories and principles.
- Examine the issue of credibility as the foundation of leadership.
- Understand that finding voice is the necessary first step in becoming exemplary leaders.
- Explain how leaders serve as role models by their deeds and not just their words.
- Identify how leaders must envision the future and effectively communicate to those with whom they work.
- Analyze the methods effective leaders use to communicate their agenda in a positive and expressive way.
- Identify that the meaningfulness of the challenge is the real motivator for innovation rather than the material rewards of success.
- Explore how leaders foster collaboration and build effective teams.
- Describe how leaders create a climate in which it is possible for others to do their best.
- Describe the way in which leaders sustain the commitment to achieve the extraordinary by recognizing the individual, building social support, and celebrating team successes.

COURSE REQUIREMENTS

This is a fully online course. Assignments will be delivered via the D2L learning media platform. Knowledge of the substantive material covered in the course is of central importance. Grading will include consideration of content as well as grammar, spelling, organization, and explicit use of readings. A serious commitment to mastery of the content and contribution to everyone's learning is expected. An online course inherently requires students to be active, reflective, and contributive learners.

Assigned readings are noted within the module overview as well as on the course schedule. Required module readings will serve as a basis for online discussion. Late submissions, one week past the due date **WILL NOT** be accepted, and each day late will incur 10% score deduction. I do understand that sometimes there are circumstances outside one's control that may impact timely submission of assignments, such as jury duty, hospitalization, or death of a family member. In these instances, a student is expected to notify the instructor **BEFORE** the assignment deadline.

Course Grade Determination:

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Module Leadership Surveys (10 x 5 = 50 points)

Each module has selected leadership surveys to complete at the beginning. Last two modules do not have surveys to complete (to give more time to finish the research paper).

Discussion Boards (6 at 20 points each= 120 points total):

Each discussion thread topic will require a "post" and at least one "reply" to fellow classmate's posts.

Initial Post (80%): Module discussion is to verify your understanding of readings and applying learning to your own work. You will not be able to read other's post until you post your own work. Students will need to complete an initial "post" to each discussion board thread at least 3 days before the module due date. Review "post" content for correct grammar and spelling.

Replies (20%): The sharing of feedback with your classmates is expected to strengthen the application of module learning to your (dissertation) research. Review "reply" content for correct grammar and spelling. It is suggested that each reply consist of a minimum of four to five complete sentences.

Research Paper (50 points):

The major paper/project for the class is a mini-interview research paper that will be a synthesis and application of organizational leadership content as it applies to organizational settings. More details can be found in the course shell.

American Psychological Association (APA) 6th edition formatting is required for all writing assignments.

Grading	<i>* Scoring scheme is subject to change</i>
Sharing Experiences/Needs	10 points
Leadership Surveys	50 pts (10 x 5)
Class Discussion	120 points (20 x 6)
Research Application	50 points
Course Reflection	10 points
Participation & Contribution	10 points
Total	250 points (A> 90%, B > 80%, C > 70%)

*Please remember, no grade below a "B" may be applied to a doctoral degree.

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TECHNOLOGY REQUIREMENTS

Browser support

D2L is committed to performing key application testing when new browser versions are released. New and updated functionality is also tested against the latest version of supported browsers. However, due to the frequency of some browser releases, D2L cannot guarantee that each browser version will perform as expected. If you encounter any issues with any of the browser versions listed in the tables below, contact D2L Support, who will determine the best course of action for resolution. Reported issues are prioritized by supported browsers and then maintenance browsers.

Supported browsers are the latest or most recent browser versions that are tested against new versions of D2L products. Customers can report problems and receive support for issues. For an optimal experience, D2L recommends using supported browsers with D2L products.

Maintenance browsers are older browser versions that are not tested extensively against new versions of D2L products. Customers can still report problems and receive support for critical issues; however, D2L does not guarantee all issues will be addressed. A maintenance browser becomes officially unsupported after one year.

Note the following:

- Ensure that your browser has JavaScript and Cookies enabled.
- For desktop systems, you must have Adobe Flash Player 10.1 or greater.
- The Brightspace Support features are now optimized for production environments when using the Google Chrome browser, Apple Safari browser, Microsoft Edge browser, Microsoft Internet Explorer browser, and Mozilla Firefox browsers.

Desktop Support

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Microsoft® Edge	Latest	N/A
Microsoft® Internet Explorer®	N/A	11
Mozilla® Firefox®	Latest, ESR	N/A
Google® Chrome™	Latest	N/A

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Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Apple® Safari®	Latest	N/A

Tablet and Mobile Support

Device	Operating System	Browser	Supported Browser Version(s)
Android™	Android 4.4+	Chrome	Latest
Apple	iOS®	Safari, Chrome	The current major version of iOS (the latest minor or point release of that major version) and the previous major version of iOS (the latest minor or point release of that major version). For example, as of June 7, 2017, D2L supports iOS 10.3.2 and iOS 9.3.5, but not iOS 10.2.1, 9.0.2, or any other version. Chrome: Latest version for the iOS browser.
Windows	Windows 10	Edge, Chrome, Firefox	Latest of all browsers, and Firefox ESR.

- You will need regular access to a computer with a broadband Internet connection. The minimum computer requirements are:
 - 512 MB of RAM, 1 GB or more preferred
 - Broadband connection required courses are heavily video intensive
 - Video display capable of high-color 16-bit display 1024 x 768 or higher resolution
- You must have a:
 - Sound card, which is usually integrated into your desktop or laptop computer
 - Speakers or headphones.
 - *For courses utilizing video-conferencing tools and/or an online proctoring solution, a webcam and microphone are required.

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- Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. At a minimum Java 7, update 51, is required to support the learning management system. The most current version of Java can be downloaded at: JAVA web site <http://www.java.com/en/download/manual.jsp>
- Current anti-virus software must be installed and kept up to date.

Running the browser check will ensure your internet browser is supported.

Pop-ups are allowed.

JavaScript is enabled.

Cookies are enabled.

- You will need some additional free software (plug-ins) for enhanced web browsing. Ensure that you download the free versions of the following software:
 - o Adobe Reader <https://get.adobe.com/reader/>
 - o Adobe Flash Player (version 17 or later) <https://get.adobe.com/flashplayer/>
 - o Adobe Shockwave Player <https://get.adobe.com/shockwave/>
 - o Apple Quick Time <http://www.apple.com/quicktime/download/>
- At a minimum, you must have Microsoft Office 2013, 2010, 2007 or Open Office. Microsoft Office is the standard office productivity software utilized by faculty, students, and staff. Microsoft Word is the standard word processing software, Microsoft Excel is the standard spreadsheet software, and Microsoft PowerPoint is the standard presentation software. Copying and pasting, along with attaching/uploading documents for assignment submission, will also be required. If you do not have Microsoft Office, you can check with the bookstore to see if they have any student copies.

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@tamuc.edu.

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

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COMMUNICATION AND SUPPORT

Brightspace Support

Need Help?

Student Support

If you have any questions or are having difficulties with the course material, please contact your instructor.

Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778 or click on the **Live Chat** or click on the words "click here" to submit an issue via email.

System Maintenance

Please note that on the 4th Sunday of each month there will be System Maintenance which means the system will not be available 12 pm-6 am CST.

Interaction with Instructor Statement

Email is the best way to contact the instructor. Course shell also provides a way to share content related questions and help needs through multiple discussion forums. If the instructor cannot be reached during office hours and talking over the phone is helpful, leaving a voice mail or emailing the instructor leaving the best date, time, and phone number to reach will be most effective.

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Course Specific Procedures/Policies

For any written assignment (e.g., discussion, assignment, and project), I try to provide timely and quality feedback no later than within a week, usually faster. If an unusual delay should occur, such as illness or a conference travel, instructor availability and expected timeline/response will be shared as course announcement in the course shell. See the course requirement section for late submission policy. If work is submitted past the due date, no qualitative feedback is guaranteed, and work very late may be graded together with the next assignment. If work is submitted past due, the student must email the instructor explaining the reason for late submission. The course has no extra-credit assignment.

Syllabus Change Policy

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

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University Specific Procedures

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.as).
<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.as>
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Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: [Netiquette](http://www.albion.com/netiquette/corerules.html).
<http://www.albion.com/netiquette/corerules.html>

TAMUC Attendance

For more information about the attendance policy please visit the [Attendance](http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx) webpage and [Procedure 13.99.99.R0.01](http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx).
<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>
<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

Academic Integrity

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03](http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

[Graduate Student Academic Dishonesty 13.99.99.R0.10](http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10GraduateStudentAcademicDishonesty.pdf)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10GraduateStudentAcademicDishonesty.pdf>

AI use policy [Draft 2, May 25, 2023]

Texas A&M University-Commerce acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software for individual

assignments or for the entire course. Students should be aware of such requirements and follow their instructors' guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

13.99.99.R0.03 Undergraduate Academic Dishonesty

13.99.99.R0.10 Graduate Student Academic Dishonesty

ADA Statement

Students with Disabilities

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

Office of Student Disability Resources and Services

Texas A&M University-Commerce

Gee Library- Room 162

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

Email: studentdisabilityservices@tamuc.edu

Website: [Office of Student Disability Resources and Services](#)

<http://www.tamuc.edu/campusLife/camousServices/studentDisabilityResourcesAndServices/>

Nondiscrimination Notice

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Campus Concealed Carry Statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web url:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.odf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

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