



HIED 654 01W Leadership Theory and Practice
Spring 2026

Professor's Information

Instructor:	Dimitra Smith, Ph.D. Professor
Office Location:	Frank Young Education North Building, ETAMU campus (next to the University Library)
Office Hours:	Please make an appointment for a face-to-face or virtual meeting.
Office Phone:	903-886-5618
University Email Address:	Dimitra.smith@etamu.edu
Preferred Form of Communication:	email.
Communication Response Time:	48 hours during the weekdays. I may not be able to respond during the weekends.

Course Information

Materials – Textbooks, Readings, Supplementary Readings

Textbook(s) Required:

Northouse, P.R. (2022). Leadership: Theory and Practice (9th or 10th ed.) Sage. ISBN: 9781544397566

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

Course Objective

This course provides an in-depth understanding of prevalent issues to higher education institutions in the United States. Emphasis is placed on understanding, addressing, and resolving critical issues for institutional and systematic self-improvements.

The syllabus/schedule are subject to change.

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 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 (Should be measurable; observable; use action verbs)

1. Examine major theories and principles of leadership and their relation to higher education administration
2. Identify and discuss strengths and weaknesses of various leadership theories
3. Apply leadership theories as they relate to various situations in your role as a leader in higher education administration.

COURSE REQUIREMENTS

Minimal Technical Skills Needed

Students must familiarize themselves with D2L and Microsoft Word. Utilization of ETAMU's online library resources, including search and retrieval of peer-reviewed journal articles will be necessary.

Instructional Methods

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 and APA format guidelines 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.

GRADING

Final grades in this course will be based on the following scale:

A = 90%–100%

B = 80%–89%

C = 70%–79%

D = 60%–69%

F = 59% or Below

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Interaction with Instructor Statement

Email me at Dimitra.smith@etamu.edu . I will reply to email messages within 48 hours, except on the weekends and holidays. Use your etamu email only with an appropriate message title when communicating with me.

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Course Specific Procedures/Policies

Late Assignments

There will be a 100% penalty for discussion postings, feedback, and the written assignment that are not completed on time. These assignments have a rippling effect on other components of the class. In such cases, you will be assigned a zero grade for assignments not completed on time or turned in late after the indicated due dates. Remember that any missed or incomplete assignment will have an adverse effect on your final grade.

Respect Differing Views

As with all graduate-level classes, this course deals with common and differing ideas and opinions. Please always be scholarly, courteous, fair-minded, and respectful of each other's opinions, particularly in disagreement situations. Always be a good listener, attempting to understand other people's rationale, perspective, and beliefs. Any discourtesy and lack of respect will not be tolerated.

Academic Honesty

Academic integrity is of utmost importance in academia. Acts of academic misconduct and plagiarism are considered egregious matters that will severely jeopardize your career as a student. Plagiarism, depending on severity, will result in a failing grade for either that particular assignment or the entire course. Work produced, whether in part or in whole, from assignments for other courses will not be accepted for credit and will be considered a form of plagiarism.

I expect all assignments for this course to be creative and honest representation of your scholarly work. If the evidence is clear that you have committed academic misconduct, including plagiarism, a formal charge will be filed against you following university policy. At my discretion as the course instructor, if the misconduct is not intentional, I can decide on whether a particular assignment may be rewritten and resubmitted for a maximum grade of 70% of the original total, along with other stipulations, including participation in an academic misconduct workshop.

You are strongly suggested to visit two of these sites for additional information:

- [Plagiarism Tutorial](#), Indiana State University, 2016, 26 mins.

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- [Avoiding Plagiarism: Writing with Integrity](#), 2015, 35 mins.
- [Academic Integrity](#), University of Oklahoma, 2024.
- [Nine Things You Should Already Know About Plagiarism](#), University of Oklahoma, no date.
- [10 Types of Plagiarism](#), 2012, 4 mins.

Late Assignments

No late assignments are accepted, except with prior approval from the instructor.

Writing Center

Students are encouraged to visit the East Texas A&M University's Writing Center and other locations for writing assistance. Graduate students, especially at the doctoral level, are expected to have a high level of writing ability and skills. Also, as the instructor for this class, I will be providing helpful writing guidance and advice. You should also consult with your faculty advisor for any needed assistance.

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.

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.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: [Netiquettehttp://www.albion.com/netiquette/corerules.html](http://www.albion.com/netiquette/corerules.html)

ETAMU Attendance

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedure 13.99.99.R0.01](#).

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

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<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

Academic Integrity

Students at East Texas A&M University 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>

[Graduate Student Academic Dishonesty 13.99.99.R0.10](#)

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

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

East Texas A&M University

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/campusServices/studentDisabilityResourcesAndServices/>

Nondiscrimination Notice

East Texas A&M University 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

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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 East Texas A&M University's 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 East Texas A&M University 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.pdf>

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

Artificial Intelligence Use Policy (May 23, 2023)

East Texas A&M University 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.

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- 13.99.99.R0.03 Undergraduate Academic Dishonesty
- 13.99.99.R0.10 Graduate Student Academic Dishonesty

Mental Health and Well-Being

The university aims to provide students with essential knowledge and tools to understand and support mental health. As part of our commitment to your well-being, we offer access to Telus Health, a service available 24/7/365 via chat, phone, or webinar. Scan the QR code to download the app and explore the resources available to you for guidance and support whenever you need it.

