MGT 583 01W Seminar in Leadership

COURSE SYLLABUS: Spring 2025

INSTRUCTOR INFORMATION

Instructor: Dr. Steven F. Simmons
Office Location: Virtual
Office Hours: Evening and Weekends
Office Phone: (803) 552-2441
Office Fax: NA
University Email Address: Steven.Simmons@etamu.edu
Preferred Form of Communication**:** email and text message
Communication Response Time: 24 hours email, sooner via text.

COURSE INFORMATION

Materials – Textbooks, Readings, Supplementary Readings

Textbook(s) Required: Waldman, D. A., & O'Reilly, C. (2024). *Leadership for Organizations* (Version 2.1). FlatWorld. ISBN 979-8-88794-391-6

Software Required: Access to D2L

Course Description

This course provides an in-depth seminar emphasizing the development of leadership as a discipline. It examines the evolution of leadership thought and explores various models and theories regarding leader behavior and their effects on follower outcomes.

Student Learning Outcomes (Should be measurable; observable; use action verbs)

1. **Analyze the historical evolution of leadership theory** and explain how major schools of thought have shaped contemporary leadership practice.
2. **Evaluate and compare key leadership models**—including trait, behavioral, contingency, transformational, and ethical leadership—to determine their relevance and limitations in organizational contexts.

The syllabus/schedule are subject to change.

3. **Assess the impact of leader behaviors on follower outcomes**, including motivation, engagement, well-being, and performance, using evidence-based frameworks.
4. **Apply leadership theories to real organizational scenarios** by diagnosing leadership challenges and proposing strategic, theory-driven solutions.
5. **Demonstrate self-awareness through leadership assessments**, identifying personal strengths, blind spots, and opportunities for growth as an aspiring leader.
6. **Develop a scholarly leadership analysis or research paper** that integrates academic literature, critical thinking, and practical application to a contemporary leadership issue.

Minimal Technical Skills Needed

Students should be able to navigate the LMS, submit assignments, participate in online discussions, and use basic word-processing and presentation software.

Instructional Methods

The course uses weekly online modules that include readings, video lectures, discussion forums, and applied assignments to support independent, flexible learning.

Student Responsibilities or Tips for Success in the Course

Students should stay organized, complete each week's materials on schedule, actively engage in discussions, and regularly check course announcements to remain on track.

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

Total points corresponding to the final letter grades

A = 900 – 1,000 Points
B = 800 – 899 Points
C = 700 – 799 Points
D = 600 – 699 Points
F = 599 & below

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Assessments

Discussion Board – 500 points
Leadership Assessment Report – 125 points
Personality & Communication Style Report – 125 points
Final Paper – 250 points

Assessment Descriptions

Discussion Boards (10 total)
Each week, students will participate in an online discussion that supports their understanding of the weekly leadership concepts. Students are required to submit an original, thoughtful response to the prompt no later than Thursday. Initial posts should demonstrate critical thinking, apply course material, and incorporate examples or references from readings when appropriate. By Saturday, students must reply to at least two classmates with substantive comments that extend the conversation, pose questions, offer insights, or respectfully challenge ideas. These discussions help foster engagement and collaborative learning in the asynchronous course environment.

Leadership Assessment Report
Students will complete a formal self-assessment focused on leadership traits, tendencies, and behaviors. Using these results, students will write a report analyzing their leadership strengths, areas for improvement, and overall leadership profile. The analysis should connect personal insights to leadership theories and scholarly literature from the course. The report should also discuss how these traits influence the student's approach to leading others, making decisions, and navigating professional relationships. This assignment encourages self-awareness and evidence-based reflection.

Personality and Communication Style Report
Students will complete a validated personality and communication style assessment and prepare a report explaining their results. The report should summarize key findings, identify communication strengths and challenges, and analyze how their style affects leadership effectiveness, teamwork, and conflict management. Students should draw on course literature and research to interpret their results and provide a brief development plan for improving communication skills or addressing blind spots. The goal of this assignment is to help students understand how personal tendencies shape their leadership presence.

Final Paper: Leader Analysis (8–10 pages)
For the final assignment, students will select a leader of their choice and conduct an in-depth research analysis of that individual. The paper should provide background on the leader, evaluate their behaviors and decisions through multiple leadership theories, and analyze both strengths and weaknesses using scholarly sources. Students should examine specific leadership challenges or critical events and assess the leader's overall effectiveness and impact on their organization or society. The paper should integrate at least 8–10 credible sources and demonstrate graduate-level critical thinking and synthesis of leadership concepts.

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Course Outline/Calendar

Date	Topic	Assignment
Week 1: Jan 29 (Thu) – Feb 1 (Sat)	Chapter 1 – Introduction to Leadership	Discussion Board #1
Week 2: Feb 2 (Sun) – Feb 8 (Sat)	Chapter 2 – Leader Traits and Characteristics	Leadership Assessment Report
Week 3: Feb 9 (Sun) – Feb 15 (Sat)	Chapter 3 – Leader–Member Exchange (LMX) and Relationship-Building	Discussion Board #2
Week 4: Feb 16 (Sun) – Feb 22 (Sat)	Chapter 4 – Followership: Managing Up and Sideways	Discussion Board #3
Week 5: Feb 23 (Sun) – Mar 1 (Sat)	Chapter 5 – Situational Leadership	Discussion Board #4
Week 6: Mar 2 (Sun) – Mar 8 (Sat)	Chapter 6 – Ethical, Moral, and Responsible Leadership	Discussion Board #5
Week 7: Mar 9 (Sun) – Mar 15 (Sat)	Chapter 7 – Seeking, Receiving, and Giving Feedback	Discussion Board #6
Week 8: Mar 16 (Sun) – Mar 22 (Sat)	Chapter 8 – Team and Shared Leadership	Discussion Board #7
Week 9: Mar 23 (Sun) – Mar 29 (Sat)	Chapter 9 – Leadership and Diversity	Personality & Communication Style Report
Week 10: Mar 30 (Sun) – Apr 5 (Sat)	Chapter 10 – Global Leadership	Discussion Board #8
Week 11: Apr 6 (Sun) – Apr 12 (Sat)	Chapter 11 – Inspirational and Visionary Leadership	Discussion Board #9
Week 12: Apr 13 (Sun) – Apr 19 (Sat)	Chapter 12 – Strategic Leadership and Organizational Culture	Discussion Board #10
Week 13: Apr 20 (Sun) – Apr 26 (Sat)	Chapter 13 – Leading Organizational Change	

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Week 14: Apr 27 (Sun) – May 3 (Sat)	Capstone Project – Leadership Analysis Paper Development	
Week 15: May 4 (Sun) – May 8 (Fri)	Course Wrap-Up & Final Submission Week	Final leadership paper due Friday, May 8.

TECHNOLOGY REQUIREMENTS

LMS

All course sections offered by East Texas A&M University have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:
https://community.brightspace.com/s/article/Brightspace-Platform-Requirements

LMS Browser Support:
https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm

Zoom Video Conferencing Tool
https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom_Account.aspx?source=universalmenu

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@etamu.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.

COMMUNICATION AND 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. Other support options can be found here:

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STUDENT RESPONSIBILITIES FOR COURSE

CWID and Password

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@etamu.edu.

Technology-Related Issues

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 ETAMU campus open computer lab, etc.

TECHNOLOGY REQUIREMENTS AND SUPPORT

Minimal Technical Skills Needed

Students will need reliable computer and internet access for this course. Students must be able to effectively use myLeo email, myLeo Online D2L, and Microsoft Office.

Learning Management System (LMS) – D2L

All course sections offered by East Texas A&M University have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are the technical requirements:

- View the Learning Management System Requirements Webpage.

- Learn more on the LMS Browser Support Webpage.

Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found on the Brightspace Support Webpage.

COMMUNICATION AND SUPPORT

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Interaction with Instructor Statement

If you have any questions or are having difficulties with the course material, please contact your instructor. Correspondence will always be through university email (your "myLeo" mail) and announcements in myLeo online (D2L). You will not RECEIVE email through D2L, so be sure to check your ETAMU email for communication. Students are encouraged to check university email daily.

Include the Following in Emails with Instructor:

- Course name and subject in the subject line

- Salutation (Good afternoon, Dr. Jackson)

- Proper email etiquette (no "text" emails – use proper grammar and punctuation)

- Student name and CWID after the body of the email (possibly add to student signature on email)

COURSE AND UNIVERSITY PROCEDURES/POLICIES

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.

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 online in the Student Guidebook.

Students should also consult the Rules of Netiquette Webpage for more information regarding how to interact with students in an online forum.

ETAMU Attendance

For more information about the attendance policy, please view the Attendance Webpage and the Class Attendance Policy

Academic Integrity

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

[Undergraduate Academic Dishonesty University Procedure 13.99.99.R0.03](#)

[Undergraduate Student Academic Dishonesty Form](#)

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

[Graduate Student Academic Dishonesty Form](#)

Use of Artificial Intelligence

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

Students with Disabilities-- ADA Statement

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

Velma K. Waters Library Rm 162

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

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Fax (903) 468-8148

Email: studentdisabilityservices@etamu.edu

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

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 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 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 ETAMU 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.

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.

East Texas A&M Supports Students' Mental Health – Counseling Services

The Counseling Center at East Texas A&M University, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit www.tamuc.edu/counsel

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.

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As an Institutional Member of the National Association of Schools of Music, East Texas State A&M University supports the Association's commitment to student health and wellness. The following web address provides links to information for resources related to physical and mental well-being, as well as assists in offering preventative measures that students can take to avoid serious and/or chronic conditions: Musician Health and Safety - East Texas A&M University

Department and Accrediting Agency Statement:

School of Music Mission Statement:

The School of Music at East Texas A&M University promotes excellence in music through the rigorous study of music history, literature, theory, composition, pedagogy, and the preparation of music performance in applied study and ensembles to meet the highest standards of aesthetic expression.

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