



Instructor: Dr. Alex Williams
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Office Hours: Appointment (or send me an email anytime!)
Schedule a Meeting: [Click to Schedule a Meeting](#)

COURSE RESOURCES:

This course uses a series of articles and videos from various outlets. Most are free and provided within the LMS. There is also a coursepack through Harvard Business Review (HBR) that is less than \$25. The link is within the LMS.

COURSE CATALOG DESCRIPTION

This course provides an in-depth seminar emphasizing the development of leadership as a discipline. It focuses primarily on the evolution of leadership thought and the application of the various models and theories associated with the various perspectives on leader behavior and subsequent follower outcomes.

COURSE OVERVIEW AND PURPOSE:

Today's complex business environment is replete with challenges calling for energetic, inspired and competent leadership. This course is an investigation into the essence of leadership with a particular focus on the attributes and behaviors of exemplary leaders and their impact on business organizations. Case studies, class discussion and self-assessment exercises will explore the intersection of leadership and organizational behavior (motivation, emotional intelligence, political skill, etc.), contemporary leadership models & styles, and the challenges of leadership ethics and leading change.

COB STUDENT LEARNING OBJECTIVES:

1. Students will demonstrate proficiency in spoken communications by delivering clear and well-structured business presentations.
2. Students will demonstrate proficiency in written communications by creating clear and well-structured business documents.
3. Students will identify and evaluate ethical business issues.
4. Students will identify and evaluate global business challenges.
5. Students will be analytical problem solvers in business environments.

COURSE FORMAT:

You will find the majority of the information and materials that you will need to complete the course in this syllabus and on the MyLeoOnline course management website.

COURSE SCHEDULE: A course schedule is included at the end of this syllabus. Details are provided in our MyLeoOnline course shell.

SYLLABUS SUBJECT TO CHANGE STATEMENT:

I anticipate that we will follow the schedule I've outlined in this syllabus, but I may make adjustments based on what actually happens in class. I may also change the basis for the course grade (if I need to eliminate an assignment or something of that nature). If I do so, I will inform you in writing. Remaining in the course after reading this syllabus will signal that you accept the possibility of changes and responsibility for being aware of them.

STATEMENT ON ACADEMIC INTEGRITY:

Academic honesty is the foundation of the university community. Cheating, plagiarism, or other acts of academic dishonesty compromise the integrity of the academic process and community and are subject to disciplinary action. For this class, plagiarism will result in automatic failure (final course grade of F).

An academic honesty policy has been posted under the "Doc Sharing" tab. You should read this document, initial it, and submit it to me via its corresponding submission folder.

STATEMENT ON AI USE IN COURSES [MAY 2023]:

ETAMU 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.

SPECIAL NEEDS/REASONABLE ACCOMODATIONS:

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:

Student Disability Resources & Services
East Texas A&M University
Gee Library, Room 162
Phone (903) 886-5150 or (903) 886-5835 Fax (903) 468-8148
StudentDisabilityServices@etamu.edu

COUNSELING CENTER:

The Counseling Center at ETAMU, 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.etamu.edu/counsel

UNIVERSITY'S PANDEMIC RESPONSE STATEMENT:

ETAMU 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.

CAMPUS CONCEALED CARRY STATEMENT:

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in ETAMU 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 (<http://www.etamu.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>) and/or consult your event organizer). Pursuant to PC 46.035, the open carrying of handguns is prohibited on all ETAMU campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

TENETS OF COMMON BEHAVIOR STATEMENT:

All students enrolled at the university shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment (See current Student Handbook).

UNIVERSITY NONDISCRIMINATION STATEMENT:

ETAMU 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.

COURSE POLICIES AND INSTRUCTOR EXPECTATIONS:

Students are required to meet the expectations listed below.

- **Professional Behavior:** It is important that you maintain a professional demeanor at all times, including during “electronic communication”. ETAMU expects this from you, as do current and future employers. Since so much communication in the workplace is “electronic” nowadays, this course will be a good place to practice interacting in a manner appropriate to a professional setting. In particular, take special care when posting and responding to discussion board questions.
- **Regular and Timely Attendance and Participation:** You are expected to attend class and log onto MyLeoOnline regularly. It is the responsibility of each student to keep up with the scheduled readings, discussions, and assignments/exams.
- **Changes to Schedule:** While I plan to stick to the class schedule, there might be occasions to modify the schedule. In these cases, all changes will be announced in class, on MyLeoOnline and/or through e-mail. It is your responsibility to become aware of any such changes.
- **E-mail:** Routinely check your **ETAMU** email account. This is my primary mechanism for communicating outside of the class and MyLeoOnline. Additionally, I check my e-mail several times a day, so this is the best way to reach me. I strive to respond to any email within 24 hrs (even if it just to acknowledge receipt of the email while I continue to work on the request).

ASSIGNMENTS:

1. **Format & Naming Convention:** All submitted assignments should be MS Word (.doc or docx) documents unless otherwise posted in the assignment instructions. Put your “LastnameFirstname” in the title of all submitted documents. Example: “WilliamsAlex Assignment 1.docx”
2. **Due Dates & Times:** Assignments are due at the **date** and **time** listed in MyLeoOnline. You will have until **11:30 PM CST on the due date** to submit assignments.
3. **Assignments must be complete.** You must complete and submit all components at the specified due date and time to receive credit for the assignment. Please don’t turn in work that is incomplete.
4. **Late Policy:** I will accept late assignments, but with penalty. For each day that your assignment is late, I will deduct **10 POINTS** from your grade. If you do not meet the 11:59 PM deadline (even by one or two minutes), I will deduct 10 points. If you do not turn the assignment in by 11:59 PM CST the next day, I will deduct an additional 10 points, and so on. Saturdays and Sundays count towards the total days late.
5. **Make-up Exams or Late Assignments are only accepted if you obtain university approved documentation for your excuse.** There are no make-up assignments for poor performance on a previous assignment.

GRADE COMPONENTS:

Component	Type	Percentage
Participation/Attendance	Individual	15 %
Leadership Quizzes/Assignments	Individual	25 %
Case Decision Papers	Individual	30 %
Exam (in-class or online proctored)	Individual	30 %
Course Total		100 %

Grading Scale:	
A	90 – 100%
B	80 – 89%
C	70-79%
D	60-69%
F	Below 60%

Incomplete - Must be previously agreed upon by student and instructor.

Withdrawal - Must be initiated by the student administratively.

Class Attendance/Participation/Exercises/Quizzes

Class attendance and participation (e.g., providing insightful comments and questions about the readings, contributing to class discussions, class exercises) are expected & will be graded. Additionally, role will be taken on a regular basis.

Further details on all assignments and grade components will be provided in MyLeoOnline and in class.

Class Date & Topic(s)	Topics
07/07/2026	<ul style="list-style-type: none"> • Introductions, Review, and Course Overview • What Leaders Really Do: The Definition and Significance of Leadership (Kotter) • Values and Leadership
07/08/2026	<ul style="list-style-type: none"> • <i>Academic Honesty Policy Due</i> • <i>Mini-Case Paper Due</i>
07/09/2026	<ul style="list-style-type: none"> • Kouzes and Posner – The Leadership Challenge • Mini-Case Discussion (In-Class)
07/14/2026	Ethics and Biases in Leadership
07/15/2026	<i>Case Paper Due</i>
07/16/2026	<i>Case Discussion (In-Class)</i>
07/21/2026	Contemporary Concepts & Models of Leadership (Part I) Transformational & Servant Leadership
07/22/2026	<i>Case Paper Due</i>
07/23/2026	<i>Case Discussion (In-Class)</i>
07/28/2026	Contemporary Concepts & Models of Leadership (Part II) Emotional Intelligence & Political Skill <i>Welcome Aboard, but Don't Change a Thing</i>
07/29/2026	<i>Case Paper Due</i>
07/30/2026	<i>Case Discussion (In-Class)</i>
08/03/2026	<ul style="list-style-type: none"> • <i>All Quizzes Due</i> • <i>Exam Due</i>
08/04/2026	Leading Change - - John Kotter's Views
08/05/2026	<i>Case Paper Due</i>
08/06/2026	<i>Case Discussion (In-Class)</i>

Consider this a tentative schedule (subject to change).

The official schedule will be maintained within our Learning Management System (MyLeoOnline); therefore, please refer to MyLeoOnline for complete schedule.