

Leadership and Followership
Leadership 430.01W

Effective Date: Spring, 2017

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E-mail: For course correspondence, please contact me via Blackboard messages. Questions regarding assignments or lecture content will only be responded to in Blackboard messages and not the tamut.edu account.

Emergency only: kcoke@tamut.edu

Office Hours:

NTCC Campus: Monday & Tuesday: 2:00 p.m. to 5:00 p.m.

Please schedule an appointment for main campus in Texarkana visit with sreynolds@tamut.edu Phone appointments may be scheduled as well.

- I. **Course Number: 430**
- II. **Course Title: Leadership and Followership**
- III. **Semester Credit Hours: 3**

Course Description: This is a senior level course on Followership and Leadership with the purpose to educate students on the importance of the dynamic relationships between leadership and followership. This course requires an intense reading and research agenda. Followership is critical to each individual's leadership development. The course is designed to correct the over-emphasis on leaders and misguided and even mistaken under-emphasis on followers – in the workplace and in the society at large. The general subject has two primary purposes: One is theoretical - to provide students of leadership and now followership with a new and different lens through which to view the leader-follower relationship. The other is practical – for in real life we are followers much more often than we are leaders. This does not mean that we are without power and/or influence. Therefore, the following questions will be addresses of how subordinates can and should relate to their superiors: Who exactly is a follower?

Why do we follow? How do leaders and followers relate? What are the differences among followers? What do leaders need to know about followers? And what are the distinctions between good and bad followers? The presumption is that in order to understand leadership, we need take into account not only those who exercise power, authority, and influence; but also those on whom power, authority, and influence are being exercised. There is another presumption as well: that to instruct on good followership is as important to the common good as it is to instruct on good leadership (Kellerman, 2008).

IV. Course Delivery Method: Web-based

V. Required Textbooks/Resources:

Kellerman, Barbara. (2008) Followership: How Followers Are Creating Change and Changing Leaders. ISBN-10:1422103684 or ISBN-13:978-1422103685

Required: Yes

Additional readings that will be provided to the student:

Chaleff, Ira. (2011). Courageous Followers, Should we stand up for the follower? *The Magazine of Leadership Development, Managerial Effectiveness and Organization Productivity*. Volume 28 (4) 1-2. Retrieved from <http://www.courageousfollower.net/wp-content/uploads/LE-0411- chaleff.pdf>

Chaleff, Ira. (2001). Courageous Followers, Courageous Leaders, New Relationships for Learning and Performance. Retrieved from <http://www.courageousfollower.net/wp-content/uploads/Courageous-Followers.pdf>

Charleff, Ira. (1998). Full Participation Requires Courageous Followership. *The Journal The Journal for Quality and Participation January*. Retrieved from <http://www.courageousfollower.net/wp-content/uploads/Full-Participation-Requires-Courageous-Followership.pdf>

Finkelstein, Walter Sidney. (2003). *Why Smart Executives Fail: And What You Can Learn from Their Mistakes*. Retrieved from <http://www.altfeldinc.com/pdfs/LearnFromTheirMistakes.pdf>

VI. Student Learning Outcomes:

1. Students will read and research articles to identify the theoretically leadership-followership relationship and to enhance their critical thinking skills.
2. Students will analyze methodical questions as how subordinates can and should relate to their superiors through case study analysis to demonstrate an understanding of the leadership-followership dynamics.
3. Students will synthesis fundamental leadership-followership relationship practices and their relevancies to contemporary organizations.
4. Students will interpret and analyze through comparing and contrasting different leadership-followership interactions through written assignments and assessments to enhance their writing.

VII. Course Outline:

Lectures/Readings	Activity
Part 1 – Seeing Followership Defining Followership Rethinking Followership	Introduction Activity – What is followership mean to you? Discussion Question #1- Why do we follow? How do leaders and followers relate? Reflection Article Essay #1

<p>Part 2 – Being a Follower</p> <p>The Courageous Follower: New Relationships for Learning and Performance</p>	<p>Discussion Questions #2 - #3</p> <p>What are the differences among followers? What do leaders need to know about followers?</p> <p>Reflection Article Essay #2 - #3</p> <p>Mid-term Exam</p>
<p>Part 3-Future Followers</p> <p>Why Smart Executives Fail</p> <p>Followership Transformation</p> <p>Values and Transformations</p>	<p>Discussion Questions #4 - #5</p> <p>What are the distinctions between good and bad followers?</p> <p>What does followership mean now?</p> <p>Reflection Article #4</p> <p>Leadership Video Essay</p> <p>Final Exam</p>

Methods of Evaluation

Course Evaluation:

Student Contract/Introduction
Discussion Board Questions (5 @ 4 points each)
Mid-Term Exam

Points

5 points
20 points
100 points

Final Exam	100 points
Research Article Essay (RAE)	100 points
Leadership-Followership Video Essay	75 points

Total Points: 400

A: 400-360 B: 359-320 C: 319-278 D: 277-240 F: 239 or below

VIII. Grading Scale:

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

A: 400-360 B: 359-320 C: 319-278 D: 277-240 F: 239 or below

XI. Library/Media Resources Assessment: The student is required to use the University library for additional research for assignments.

Student Participation:

- a. **Participation Policy:** Online participation is required for this course. The student's interpretation of the reading material assigned and feedback to other students in small group discussions are an important part of the learning process. Please contact the instructor with any problems with online activities.
- b. **Course Etiquette:** In this course, students are to utilize professional, correct grammar, and conduct respectful dialogue. Passionate discussion is encouraged as done so respectfully. E-mail the instructor as if you were turning in an assignment. Do not e-mail the instructor as if you are sending a text message to your friends or in all CAPS. Please review <http://www.albion.com/netiquette/corerules.html> from the book *Netiquette*, by Virginia Shea.

XII: Assignments and Assessments

Assignment instructions and a grading rubric will be created for this assignment in the "Assignment" tab of Blackboard

All assignments and exams will be submitted via Blackboard. E-mail assignments will not be accepted. Assignments passed the due date will not be accepted, unless, the instructor is contacted 48 hours before the assignment is due. Only university excused absences will be accepted for tardiness of assignments. Grading rubrics will be provided in Blackboard for evaluation of all assignments. The instructor reserves the right to change the assignment due date as needed. Only word documents saved will be accepted. All due dates are posted in Blackboard under “Save the Due Dates” tab. The student is encouraged to contact the instructor with any questions regarding assignments or about the course.

Five Discussion Board Questions (20pts.): There are five discussion questions valued at 5 points each. The student will participate in an ongoing discussion using the Discussion Board tool in Blackboard. Since meeting time is online, discussion board questions and responses will be submitted. Postings and responses are due by the due date. No credit will be given for past due responses. Posting will only receive full credit for coherent, proper grammar, and good philosophical content. **20 points**

Research Article Essays (100 points):

The student will submit a two page article synopsis from each module reading. The topic can be any topic from the selected readings. The purpose of this assignment is to enhance the student’s writing, critical thinking, and researching skills. Students will find three articles from a scholarly journal for each essay. Students will also be required to conduct research in the university library or online to find scholarly articles referring to the module readings. Each essay will be submitted in Blackboard. There will be a total of five research article essays. The essay will be submitted in a word document, 1 inch margin, Times New Roman or Arial font, appropriate header, and a copy of each article. APA referencing is required. **100 points**

Leadership-Followership Video Thesis Paper (75 points):

The student will write a minimum of 10 pages (including cover and reference pages) on one film listed below or another film about leadership with the

following questions addressed. Paper requirements: word document, 12 point font, Times Roman or Arial font, and formatted according to APA.

What traits does the protagonist possess?

How would you describe the protagonist followership-leadership relationship style?

How would the film be different if the protagonist were old/female/a different ethnicity, etc.?

Based on the obstacles encountered by the characters in the film, what would be the most effective leadership style?

How might the protagonist be perceived by other characters in the film? (The film may only show one person's point of view, so this question invites more complex thinking.)

Which leadership approach best explains the protagonist's leadership (traits, skills, styles, etc.)?

What leadership tropes (common or overused themes) are represented by these films? For example: Good overcomes evil, love always wins, sometimes leaders need to be tough, the ends justify the means, etc. Which ones offer alternative visions of leadership-relationship?

Suggested Films, but not limited to:

Lord of the Rings

Secretariat

Whale Rider

The Karate Kid

Gladiator

Norma Rae

Million Dollar Baby

Gangs of New York

Mona Lisa Smile

The Office

Patton

True Grit

Wind Talkers

The Devil Wears Prada
The King's Speech
Lord of the Rings
Elizabeth
Motorcycle Diaries
Invictus
Stand and Deliver
Pray the Devil Back to Hell
The Social Network
Remember the Titans
The Garden
Pirate Radio
School of Rock
Heart Broken in Half
Hotel Rwanda
Robin Hood
Harry Potter and the Deathly Hallows
The Great Debaters
Milk
Murderball
Gandhi
V for Vendetta
Wall Street: Money Never Sleeps
The Smartest Guys in the Room
The Insider
Lonesome Dove

The Center for Leader Development offers an extensive list of films related to leadership (http://www.centerforleaderdevelopment.com/blog/?page_id=13).

Assessments (200 points):

The course will have a midterm and a final exam. The exams will consist of essay questions. Exams will not be comprehensive, but cover the assigned readings. Exams will be available in the Blackboard program at designated times and will have a time limit. **200 points**

Disability Accommodations: Students with disabilities may request reasonable accommodations through the A&M-Texarkana Disability Services Office by calling 903-223-3062.

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.

A&M-Texarkana Email Address: Upon application to Texas A&M University-Texarkana an individual will be assigned an A&M-Texarkana email account. This email account will be used to deliver official university correspondence. Each individual is responsible for information sent and received via the university email account and is expected to check the official A&M-Texarkana email account on a frequent and consistent basis. Faculty and students are required to utilize the university email account when communicating about coursework.

Drop Policy: To drop this course after the census date, a student must complete a [Drop/Withdrawal Request Form](#), located on the University Registrar's webpage 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, 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.

Class 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 and the University census date (according to the University schedule) will result in an ADMINISTRATIVE DROP from the course.

Students with federal loans and/or grants:

Students who have federal loans and grants must be aware that participation is monitored in online courses. In the event a student withdraws from a course the student will be required to refund all federal funds prorated from the last date of participation. A student's last access to Blackboard would not suffice as participation. The required weekly activity could include a comment to a blog, a discussion board posting, a journal entry, a quiz or exam, a submitted assignment, or other measurable and tracked activity.

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 Service Desk:

Email: isite@tamut.edu

Phone: 903-334-6603

Submit a [Support Request](#)

Additional student help for Blackboard can be found here:

[Blackboard Help for Students](#)

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.