

LEADERSHIP STUDIES 101 – INTRODUCTION TO LEADERSHIP STUDIES – WINTER 2012

Dr. Joseph E. Garcia
Lecture Classroom: SL 150
Lecture Class Meets: 3-3:50 PM MWF
Discussion Classroom: See Classfinder for location
Discussion Sections Meeting time: Verify your section number

Textbook (required):

Daft, R. L. (2011). The Leadership Experience. (5th Edition) Mason, OH: South-Western Cengage Learning.

Why take this course?

Leadership is a topic that is widely discussed, poorly understood, and affects us all. We all engage in activities in which we lead and follow, from the family environment, to school, employment, community and government. Understanding what leadership is, and is not, is a first step in becoming a more effective leader and follower. In this course, we will learn about leadership in terms of the study of leadership theories, research and practice.

COURSE OBJECTIVES/LEARNING OUTCOMES

1. To understand the definition of and impact of leadership
2. To develop an understanding of the cultural and contextual forces that influence leadership processes and outcomes
3. To be able to distinguish between theories of leadership and their implications for leadership practice and development
4. To be able to distinguish between leadership and power in social relations
5. To develop an awareness of the connection between leadership style and team effectiveness
6. To understand the role of leadership in creating and managing change
7. To be able to apply leadership theories and research to understanding leadership practice
8. To develop an appreciation of the ethical issues and consequences of leadership action
9. To understand how leadership is nurtured and developed

APPROACH:

In this class you will be challenged to be an active participant in the teaching-learning relationship. Your experience in this course will be divided into three components:

1. Large section **lecture** in which you will include presentations by your instructor and a variety of guest experts (from business, government, education and the non-profit sectors) on leadership (3 hours per week).
2. **Discussion** section in which you will be involved in small group activities, including guided discussions and workshops on professional communication, developing questions for invited experts, working with your volunteer professional and integrating leadership theory, research and practice. In the discussion sections you will also have graded quizzes that will serve to prepare you for the two course examinations. Discussion sessions will meet 2 hours per week at a time. You are required to attend the discussion section you are enrolled in (see Classfinder for location).
3. Outside of class you will interact via electronic communication with practicing professionals with leadership responsibilities. You will **lead conversations** with them about their experience as leaders or observing leaders in connection with the concepts you will be learning through lecture, discussion and readings.

EVALUATION:

Your grade will be based on your performance on the following activities:

1. Examinations (2 @ 20 points each) =	40
2. Quizzes (4 @ 5 points ea.) =	20
3. Leading a Conversation with a Professional =	20
a. Theory-Research-Practice Paper =	(10)
b. Quality of the Conversation =	(10)
4. Contribution to Discussion Sessions =	20
a. Questions for Guest Experts =	(8)
b. <u>Attendance & Participation =</u>	<u>(12)</u>
Total Possible Points =	100

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GRADES:

Grades will be determined using the following point cutoffs as a guideline. I reserve the right to adjust cutoffs (up or down) to ensure valid grades. The cutoffs are as follows: 90=A- ... 80=B- ... 70=C- ... 60=D-...59 or below=F.

ASSIGNMENTS:

1. **Examinations** - 40 Points Total – Two major examinations (each worth 20 possible points) will be given in this class. These examinations will cover the course material, including readings and class lecture/discussion. The examination will use short answer and/or multiple choice questions to assess your comprehension of course material. The first examination will cover the material from the first half of the term and the second examination will cover the material from the second half of the course.
 - a. **Optional Final Examination** – Students may take an Optional Final Examination that can substitute for one of the required examinations. By taking the Optional Final Examination the student automatically drops their lowest examination score and the scores from two highest examinations are used for computing the student's grade. In contrast to the two required examinations, the Optional Final Exam is a comprehensive examination that covers material over the entire course. Students who wish to take the Optional Final Examination must sign up by the last lecture session of the term.
2. **Quizzes** – 20 Points Total – Four short quizzes (each 10 questions in length) will be given during the term. The quizzes will use short answer and multiple choice questions to assess your comprehension of the material. The quizzes also serve the purposes of preparing you for the two examinations and to provide you an opportunity to develop your leadership skills.
3. **Leading a Conversation with a Professional** – 20 Points Total – In this class you will have the privilege of communicating with a professional and obtaining insights from him or her about leadership in organizations and settings far beyond Western. Details about how you will be linked to this volunteer professional will be given in class and in your discussion section.
 - a. **Theory-Research-Practice Paper** – 10 Points – This short paper, between 3 and 5 pages in length, will assess your ability to bridge the formal academic understanding of leadership with the practice of leadership that you were able to glean from your “conversations” with your professional. In this paper, you will demonstrate how leadership theory and research explains how leadership is practiced. You should reference the topics you were assigned to explore in your “conversations.” The paper **MUST BE TYPED** and **DOUBLE-SPACED** in a standard typeface (such as Times Roman 12 point) and include a title page with your name, the date, course name, and assignment name. Do **NOT** use folders or fancy covers. Keep the format simple and to the point. I am impressed with content. Fancy packaging gives me reason to suspect that substance is missing. Staple your papers together with a staple in the upper left-hand corner and **paginate**.
 - b. **Quality of the Conversation** – 10 Points – Your instructor and your discussion leader will review your correspondence with your professional to determine what extent you demonstrate effective leadership in leading a thoughtful conversation about the course material as it relates to your professional's experience.
4. **Contribution to Discussion Sessions** – 20 Points Total – As described in the section on approach to the course, you will be expected to take an active role in your learning and the discussion section is a venue where you should visibly demonstrate your engagement with the course material.
 - a. **Interview Questions for Guest Experts** – 8 Points – Four of our guest experts on leadership will be experienced leaders who work in different sectors (i.e., Education, Government, Non-Profit and Business) who will share their experiences and insights in an interview format. For each guest expert, your assignment is to develop and submit an insightful question that can be used in the interview. Each question will be worth up to 2 points towards your grade.
 - b. **Attendance & Participation** 12 Points - Your instructor and discussion leader will review your attendance and thoughtful contributions to discussions in your discussion sessions. This means that both attendance in the discussion sessions and your engagement in the material with your peers as a form of developing your own leadership is important.

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MAKE-UP, ATTENDANCE & COURSE POLICIES:

Missed assignments will be given a grade of zero (0). Excused late work will be accepted with a penalty of one point off per day late. Students with unusual and extenuating circumstances are advised to make an appointment to see me as early as possible, preferably prior to the missed class/assignment. Please come and see me if you have or anticipate a challenging situation.

Writing assignments: All writing assignments must contain college-level writing, correct grammar, and correct punctuation. Be aware that overly informal language may detrimentally affect your grade.

Participation: Active participation on everyone's part will enrich our classroom environment. Therefore, it is crucial that you show up and contribute your thoughts, questions and insights to the class activities and discussions.

Reasonable accommodation policy: It is the policy of Western Washington University to provide reasonable accommodation to the known physical, sensory, or mental limitations of qualified individuals except where such accommodation would impose undue hardship on the institution. To request accommodation, students must contact WWU disAbility Resources for Students at 360-650-3844 or www.drs.wvu.edu.

Academic honesty: This course promotes the development of effective and ethical leadership and behavior. Each of us bears the responsibility to maintain ethical standards that are responsible and honest. As such, cheating will not be tolerated. Due to the nature of this course, collaborative preparation is encouraged, however, copying another person's work, either on exams or on other assignments to be turned in, does qualify as cheating and subject to academic discipline. WWU students are responsible for reading, understanding, and following the policy and procedures regarding academic dishonesty as set forth in the *WWU Academic Dishonesty Policy and Procedure* (see Appendix D of the University Bulletin http://www.wvu.edu/wvu_catalog/index.shtml))

ASSESSMENT OF LEARNING TABLE:

Course Objectives	Assignments			
	Examinations	Quizzes	Leading a Conversation with a Professional	Contribution to Discussion Sessions
1. definition of and impact of leadership	X	X		
2. cultural and contextual forces that influence leadership	X	X	X	X
3. distinguish between theories of leadership and practice implications	X	X	X	X
4. distinguish between leadership and power	X	X		
5. connection between leadership style and team effectiveness	X	X	X	
6. role of leadership in change	X	X	X	
7. apply leadership theories and research to practice	X	X	X	X
8. appreciation of the ethical issues in leadership	X	X	X	X
9. how leadership is developed	X	X	X	

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Planned Schedule (subject to change)

WK	Session Dates	Lecture Session	Discussion Session	Weekly Assignment
1	W 1/4 F 1/6	Course Introduction, Organization and Assignments Topic: Leadership: What is it?	Ice Breaker Orientation to Discussion Session Writing professionally in the electronic medium Introduction to Leading a Conversation with a Professional assignment Introduction to Guest Expert assignment	Read: Daft Chap. 1
2	M 1/9 W 1/11 F 1/13	Topic: The Study of Leadership	Question for Guest Expert #1 Due Develop first communication to your Professional Leadership exercise and/or case discussion	Read: Daft Chap. 2-3 Initiate conversation with your professional on Question #1
3	W 1/18 F 1/20	Guest Expert Leader 1-18 Topic: Individual Leadership Attributes	Quiz #1 Leadership exercise and/or case discussion	Read: Daft Chap. 4
4	M 1/23 W 1/25 F 1/27	Panel Discussion – “Leadership after WWU” 1/25 or 1/27 (TBD) Topic: Leadership Competencies and Values	Question for Outside Guest Expert #2 Due Discuss Conversation with your Professional for Q#1 Leadership exercise and/or case discussion	Read: Daft Chap. 5-6
5	M 1/30 W 2/1 F 2/3	Guest Expert Leader 2-1 Topic: Leading through Followership	Quiz #2 Examination Preparation Develop second communication to your Professional Leadership exercise and/or case discussion	Read: Daft Chap. 7 Initiate conversation with your professional on Question #2
6	M 2/6 W 2/8 F 2/10	EXAMINATION #1 – February 6 Chapters 1-7 plus classroom lecture materials Topic: Leadership and Motivation	Question for Outside Guest Expert #3 Due Leadership exercise and/or case discussion	Read: Daft Chap. 8
7	M 2/13 W 2/15 F 2/17	Guest Expert Leader 2/15 Topic: Leadership and Communicating in Teams	Discuss Conversation with your Professional for Q#2 Develop third communication to your Professional Leadership exercise and/or case discussion	Read: Daft Chap. 9-10 Initiate conversation with your professional on Question #3
8	W 2/22 F 2/24	Panel Discussion – “Leadership in Service” 2/22 or 2/24 (TBD) Topics: Leading for Diversity and Leading with Influence	Question for Outside Guest Expert #4 Due Quiz #3 Leadership exercise and/or case discussion	Read: Daft Chap. 11-12
9	M 2/27 W 2/29 F 3/2	Guest Expert – Leader 2/29 Topic: Strategic Leadership, Values and Vision	Discuss Conversation with your Professional for Q#3 Develop closing communication to your Professional Leadership exercise and/or case discussion	Read: Daft Chap. 13-14
10	M 3/5 W 3/7 F 3/9	Deadline for Optional Final Examination Sign Up March 9 Theory-Research-Practice Paper Due – March 9 Topic: Leadership and Change	Quiz #4 Leadership exercise and/or case discussion Examination preparation Review & close discussion session	Read: Daft Chap. 15 Close course conversation with your Professional
11	EXAMINATION #2: March 15, 2012 – 3:30-4:30 PM (Chapters 8-15 plus classroom lecture materials) OPTIONAL FINAL EXAM: March 15, 2012 – 4:30-5:30 PM (Chapters 1-15 plus classroom lecture materials)			