



**Request for Undergraduate Course Addition - Page 2**  
**Additional Information Required for Undergraduate Course Addition**

College: LCOB Department/Division: Mgt., Mkt., & MIS Alpha Designator/Number: MGT 429

Provide complete information regarding the new course addition for each topic listed below. Before routing this form, a complete syllabus also must be attached addressing the items listed on the first page of this form.

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1. Identify by name the faculty in your department/division who may teach this course.

Lorraine Anderson, Charley Braun, Katherine Karl

2. If your department/division requires additional faculty, equipment, or specialized materials, attach an estimation of money and time required to secure these items.

None required

3. If this course will be required by a department/division other than your own, identify by name.

Not applicable

4. If there are any agreements required to provide clinical experience, attach details and signed agreements.

None

5. If library resources are deemed inadequate, attach a plan to overcome this. The plan must include the cost as stated by the Dean of Libraries.

Not applicable

6. EQUIPMENT/SUPPLIES NEEDED TO TEACH THIS COURSE (this does not refer to additional equipment/supplies that need to be purchased; simply what materials are needed in order to teach this course successfully.):

No additional equipment or supplies

7. ADDITIONAL GRADUATE REQUIREMENTS IF LISTED AS AN UNDERGRADUATE OR GRADUATE COURSE (please also submit to Graduate Council course addition for 5xx graduate component):

8. PROVIDE A COMPLETE BIBLIOGRAPHY INCLUDING ALL PUBLICATIONS RESEARCHED TO CREATE THIS COURSE AND WHAT PUBLICATIONS MAY BE BENEFICIAL TO STUDENTS TAKING THIS COURSE (separate page).

# LEADERSHIP

## SAMPLE SYLLABUS

PURPOSE AND OVERVIEW: This course is designed to give students a good working knowledge of leadership styles, principles, models, and practical applications. The syllabus covers leadership mentor relationships, leadership approaches, behavioral tendencies of leaders (DISC), motivation and communication patterns, teamwork, use of power, development of trust, effective group facilitation, negotiation and persuasion, effective change, and ethics. Lectures are supplemented by case studies, class exercises, and role-plays.

### COURSE OBJECTIVES:

- Understand and appreciate the important link between leadership and organizations.
- Understand that effective leadership is a foundation for organizations and groups to achieve goals.
- Appreciate the role of process skills in effective leadership and capacity building.
- Understand the role of mentor-protégé relationships in leadership development.
- Gain insights about leadership styles, approaches and goals
- Internalize the leadership characteristics of quality, honesty, integrity, creativity, and initiative.
- Recognize that leadership is both art and science.

### REQUIRED TEXTS:

Daft, Richard L. *The Leadership Experience, 3rd Edition*. Mason, OH: South-Western – Thomson Learning, 2005.

Kouzes and Posner, *The Leadership Challenge*

Covey, *The 7 Habits of Highly Effective People*

### GRADING

25% Midterm Exam

25% Final Exam

40% Written Assignments on Leadership

10% Participation

## **COURSE OUTLINE:**

### INTRODUCTION TO LEADERSHIP

1. Leadership Contexts: Generational Trends and Values
2. Understanding Self and Others (DISC)
3. DAFT Chap 1 What Does It Mean to Be a Leader?
4. Leadership and Mentor Relationships

### LEADERSHIP THEORIES, MODELS, AND PERSPECTIVES

5. DAFT Chap 2 Traits, Behaviors, and Relationships
6. DAFT Chap 3 Contingency Approaches
7. DAFT Chap 4 The Leader as an Individual

### **EXAM 1**

#### THE PERSONAL SIDE OF LEADERSHIP

8. DAFT Chap 5 Leadership Mind and Heart
9. DAFT Chap 6 Courage and Moral Leadership
10. Leadership & Credibility
11. DAFT Chap 7 Followership

#### THE LEADER AS RELATIONSHIP BUILDER

12. Servant Leadership
13. DAFT Chap 8 Motivation and Empowerment
14. DAFT Chap 9 Leadership Communication
15. DAFT Chap 10 Leading Teams
16. Negotiation Approaches and Models
17. Group Facilitation Skills
18. DAFT Chap 11 Developing Leadership and Diversity
19. DAFT Chap 12 Leadership Power and Influence

#### THE LEADER AS SOCIAL ARCHITECT

20. DAFT Chap 13 Creating Vision and Strategic Direction
21. DAFT Chap 14 Shaping Culture and Values
22. DAFT Chap 15 Designing and Leading a Learning Organization
23. DAFT Chap 16 Leading Change

### **FINAL EXAMINATION**

## **EXAMINATIONS:**

Each exam has 40 multiple-choice questions and a take-home essay.

## **ASSIGNMENTS**

### **1. PERSONAL BEST**

The Kouzes and Posner book presents an exercise in which you analyze our own personal best leadership experience. This should be done in a written and electronic format, and will be due on a date announced in class early in the semester. The personal bests will be an integral part of the class. Thus, while not graded as such, they are a “threshold” assignment: You cannot pass the class if you do not write yours up.

*Choose 3 of the following:*

### **2. Biography Assignment**

Read a biography of a leader and write a report. While there is no one best format for this written assignment, here are some of the questions and issues you will probably want to address (although this list is not meant to be exhaustive or inclusive):

How would this person define leadership? What was her leadership philosophy? How did he learn to lead? How well does the Kouzes Posner or Covey leadership framework explain this person’s leadership adventures? How well does the Covey leadership framework explain this person’s leadership adventures? For example, did this person challenge the process? Was she inspirational and, if so, in what ways? How did this person build a team and strengthen others? Did he practice what he preached? How did she handle mistakes? Did this person recognize others, and celebrate accomplishments? Are there areas where you can personally identify with this leader’s circumstances, struggles, insights, etc.? What were this person’s vulnerabilities? Where or how could they have been more effective? What did you learn from this person’s experience that can help you be a better leader yourself?

### **3. Leadership Case Study Assignment**

This assignment essentially asks you to validate the Kouzes Posner leadership framework and/or the Covey framework by doing your own research, in the form of a case study. Select an individual you feel has made a difference, a person you admire or potentially admire as a leader. Interview this person about his or her personal best leadership experience. Write up this case study, using the Kouzes & Posner and/or the Covey leadership framework, indicating areas of agreement, and disagreement, between your evidence and that predicted by the models. Use examples and quotations to illustrate your point and remember that your presentation should be written as an essay and not as an interview. Conclude with comments about (a) the efficiency of the leadership framework(s), and (b) personal lessons and insights on leadership based upon your case study data.

#### **4. Written assignment on Leadership Philosophy**

One of the position application requirements for a senior management position is a one-page statement on your leadership philosophy. What would you write? Be brief (one-page) but be complete. When finished reading, the reader should have a good understanding of your philosophy of leadership.

#### **5. Written assignment on teams**

What constitutes a team and what differentiates a good team from a not so good or bad team is one of the more challenging aspects of organizational leadership. What influence(s) can a leader who is a team member have with/over a team? Discuss what you believe to be the pros and cons of teams and teamwork.

#### **6. Applications Exercise**

Assume that you have a leadership position in an organization or discuss a real leadership position you hold. Describe each of the following and document your ideas with references, other resources and examples. Please make reference to the assumed leadership position.

1. How will you challenge the process?
2. What is your vision for your department or organization? How will you inspire a shared vision?
3. How will you enable others to act?
4. How will you model the way?
5. How will you encourage the heart?

#### **7. Movie Analysis**

Watch a movie and write up your reactions to the leadership issue(s) raised in the production. While there is no one best format for this written assignment, here are some guidelines (although this list is not meant to be exhaustive or inclusive):

What's the leadership issue (dilemma, struggle, point of view, etc.)? What's the universal, or modern, equivalent? Provide several personal examples/applications. How is the issue dealt with and resolved? How do you feel about the handling of this issue? What made it "right" or "wrong" and what other choices and actions might have been taken (and why)? Do any aspects of the Kouzes & Posner or Covey leadership frameworks apply? What lessons, and insights, about being an effective leader do you derive from this analysis?

# LEADERSHIP BIBLIOGRAPHY

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2. **Beck, John D. W.**, *The Leader's Window: Mastering the Four Styles of Leadership to Build High-Performing Teams*. New York: Wiley, 2003.
3. Benis, Warren G. and Nanus, Burt, *Leaders: The Strategies for Taking Charge*, Harper and Row Publishers, 1985.
4. Bennis, Warren G. and Thomas, Robert J., *Geeks and Geezers: How Era, Values, and Defining Moments Shape Leaders*, Harvard Business School Press, 2002.
5. **Bennis, Warren G.**, *An Invented Life: Reflections on Leadership and Change*. Reading, MA: Addison-Wesley Pub. Co., 1993.
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13. Byham, William C. Ph.D. with Jeff Cox, *Zapp! The Lightning of Empowerment*, Harmony Books, 1988.
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15. Cashman, Kevin. (2003). *Awakening the Leader Within: A Story of Transformation*. Hoboken, NJ:
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