

EXL 210- Introduction to Leadership Theory and Practice Summer 2011

This course is an interactive, dynamic theory to practice course focused on learning leadership knowledge, skills and values. The course includes literature, theory and leadership experiences that will provide a foundation for subsequent courses in the Social Responsibility and Leadership Development Minor.

Introduction to Leadership Theory and Practice is designed to inspire, teach and engage students in the process of leadership learning. Students will learn leadership theory and come to understand their unique role in leadership on campus, in their academic discipline, in their community, within our larger society and global world. Although the course is focused on learning and understanding leadership theory, students will have an opportunity to develop skills necessary to be effective in the leadership process, and practice these skills within their community. The course will be highly interactive with student participation as critical components to the learning process.

Course Philosophy:

Learning is an active process from the teacher's and from the learner's points of view. The instructor and student have a strong responsibility to one another. My obligation as the instructor include (a) being knowledgeable and current on the subject matter, (b) planning and providing quality learning experiences, (c) evaluating work fairly and promptly, and (d) assisting you to meet the course objectives and to fulfill personal goals. Student obligations include (a) preparing and completing assignments, (b) actively participating in the learning process, and (c) expressing needs to the instructor.

Course Objectives: Upon completion of this course, students should be able to:

- understand and conceptually discuss traditional and emerging leadership theories such as: Situational Theory, Transactional Leadership, Transformational Leadership, and Relational Leadership
- critically analyze their past and current leadership learning experiences, and examine the motivation and purposes that drive their involvement in the leadership process
- explore questions such as: Who are you as a leader? What do you want to accomplish? What issues are you passionate about? and What is your personal leadership definition and paradigm?
- develop skills necessary to be effective in different leadership contexts including: self-awareness, critical thinking, communication, visioning/goal setting, relationship building, and ethics.
- apply leadership theory to practice and enhance their leadership skills, experience and knowledge, through engaging in their campus and local community

Instructor:

Kathy Guthrie, Ph.D.

Adjunct Assistant Professor

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E-mail is the BEST way to get in touch with me; however, we can set up a time to talk via phone. I am not located on UIS campus.

Accommodating People with Disabilities. Reasonable accommodations are available for students who have a documented disability. Please notify me during the first week of class (or as soon as possible) of any accommodation you might need for this course. Late notifications may cause your requested accommodation to be unavailable although each decision is made on a case by case basis. All accommodations must be approved through the Office of Disability Services (ODS) in the Human Resource Building (HRB), Room 80, 206-6666.

Required Text:

Northouse, Peter. (2008). *Leadership: Theory and Practice* (4th Edition).

Rath, Tom. (2007). *Strengths Finder 2.0* **[You need to purchase a NEW copy of this book. It has a unique code for an online instrument that is required for this course.]**

Course Requirements and Grading:

Students are required to work through online units on a weekly basis. Students will (1) complete readings as assigned, (2) reflect on own leadership history, (3) work through Strengths Finder Instrument, (4) write one reflective essay on Strengths Finder, (5) participate in online discussions, and (6) write a final reflection paper at the end of the semester.

Course Requirements and Grading:

The traditional scale of grading will be used.

A	>92	C+	77-79
A-	90-92	C	73-76
B+	87-89	C-	70-72
B	83-86	D	60-69
B-	80-82	F	<60

Policy on Assignments

- Assignments need to be turned in by uploading it to correct place under the assignment tab by 11:59 pm of the due date. Make sure that you upload the file to me (do not just copy and paste it in the comments section). Not understanding how to upload papers correctly will not be an excuse for a late paper. Assignments sent through e-mail will NOT be accepted.
- Assignments that are turned in late will automatically have a .5 point deduction for each day it is late. Note that this is .5% of your entire course grade. This deduction will be before the actual assignment is graded. I understand that life happens, so communication with me is always a good idea. Extensions may be a possibility, but only if discussed BEFORE the due date. Extensions on or after the due date will not be an option.
- If you would like to receive feedback on any assignment I am more than willing to provide such. However, you will need to send it to me via e-mail at least 7 days before it is due. Feedback will not be given to requests 6 days or less before the due date.
- NOTE: Discussion Board responses are due at 5:00 pm on the due date

Written Assignments:

Students are expected to present solid content and convey their message using appropriate grammar, syntax, punctuation, and language. Written assignments will be reviewed for both content and presentation. Proper citations will be expected for all material that is taken directly or paraphrased from another source. Papers should be typed, double-spaced, one inch margins, with 12 point font.

Course Requirements:

1. Contribution to Learning Environment – 30 points

Leadership is inherently a relational process that occurs among individuals. Within this course, each of us has a responsibility to create a dynamic learning environment in which we have the opportunity to understand, acquire, practice, reflect, and apply our leadership knowledge, skills, and values. Each member of the class is an expert in his or her personal experience we must be present to share this with our peers and learn from each other. In addition, reactions, interpretations and analysis of course readings are critical components of a learning environment. While many feel this can not be accomplished in an online environment, I would argue that some online communities are quite successful at this. The instructor will post questions for each unit and each student is expected to respond at least once to each question and at least once to another students' posting per question. Throughout the semester a total of 30 questions will be posted. If you miss one question, you will essentially be deducted one percentage point for your final grade.

Discussion board for each unit will close down at 5:00 pm on the date it is to be completed.

You will not be able to go back and take part in that unit's discussion after that time. *This will be evaluated by the number of times responded, quality of responses in regards to thought process, posing thought provoking questions and effective communication of thoughts.*

2. Personal Leadership Story- 15 points

This paper is due on Monday, June 20th, 2011. You are asked to reflect on the leadership learnings and experiences in your life to write a personal leadership story. Reflecting upon life experiences from birth to the present day, students will create a leadership life story. You will think about what people, events, experiences, opportunities have impacted the way they think about leadership. You will use the following questions to remember and reflect on the foundational and growing experiences that create your story.

Remember

- What is your first memory of a "leadership" experience?
- What is your earliest memory of a leader?
- What leadership roles (positional and non-positional) did you play in your family, in your community, in school, sports, or clubs and organizations, in spiritual or religious communities?
- Who encouraged or discouraged you to develop and practice your leadership skills? How did they do this?

Reflect

- Do you consider yourself a leader? A change agent? What labels or titles do you self-identify with?
- How has your perspective of leadership changed over time?
- What events sparked the changes? What leadership lessons have you learned from these experiences?

- What images come to mind when you think of leadership qualities?
- What is your personal vision in life?
- What specific goals do you have to reach your vision?
- When reflecting on your leadership story, what stands out the most to you?

(3-4 pages) *This assignment will be evaluated on ability to effectively communicate the project and learning objectives the student wishes to achieve, as well as the quality of writing.*

3. Leadership Theory Quiz- 15 points

Students will take a timed quiz on leadership theories presented in class. This quiz will include multiple choice and fill in the blank questions and needs to be completed by Monday, July 11th, 2011.

4. Reflection Paper on Strengths- 15 points

This 3-4 page paper is due on Monday, July 18th, 2011. After decades of research, The Gallup Organization has outlined 34 strengths and tips to develop those strengths. Students will take an online instrument entitled Strengths Finder which provides 5 strengths that they personally have. Students will need to answer the following questions:

- What five strengths did the instrument outline for you?
- Do you agree with the five strengths that the instrument outlined for you? Why or why not?
- Describe three ways that you will develop your strengths? You can focus all three development strategies on one strength or split them up among the strengths listed.
- How do you see your strengths assisting you as a leader?

(3-4 pages) *This assignment will be evaluated on ability to effectively communicate and their own strengths, as well as the quality of writing.*

5. Final Paper- 25 points

The final exam will be due on Wednesday, July 27th, 2011. Your final paper will be to outline a personal leadership philosophy. The Leadership Philosophy Paper must include: 1) a personal leadership definition, 2) values and assumptions that ground your beliefs, 3) historical framework that supports your theory, and 4) a model that describes the leadership process. This 5-6 page paper must describe your leadership learning over the course of the semester and reference class experiences, readings, and presentations to support your personal leadership theory.

Unit Topics:

Week 1: **Course Introduction**
Defining Leadership and Leader
Evolution of Leadership Theories
 Northouse Ch. 1: Introduction
Completed by June 13th, 2011

Week 2: **Leadership and Management**
 Excerpts from Daft, "The Leadership Experience" available on blackboard
Personal Leadership Story Due
Completed by June 20th, 2011

- Week 3: **Leadership Theory- Traits and Behaviors Approaches**
 Northouse Ch. 2: Trait Approach
 Northouse Ch. 4: Style Approach
Leadership Theory- Skills and Relationship Approaches
 Northouse Ch. 3: Skills Approach
 Northouse Ch. 8- Leader-Member Exchange Theory
Completed by June 27th, 2011
- Week 4: **Leadership Theory- Contingency Approaches**
 Northouse Ch. 6: Contingency Theory
 Northouse Ch. 7: Path-Goal Theory
Leadership Theory- Situational Approach
 Northouse Ch. 5: Situational Approach
Completed by July 5th, 2011
- Week 5: **Leadership Theory- Transformational, Transactional and Servant Theories**
 Northouse Ch. 6: Transformational Leadership
 Transformational and Servant Leadership Article available on blackboard
Leadership Theory Quiz Due
Completed by July 11th, 2011
- Week 6: **Strengths Finder**
 Rath, Tom- Strengths Finder 2.0- Part I read entirely
 Strengths Finder online tool completed
Reflection Paper on Strengths Due
Emotional Intelligence
 Excerpts/article from Daniel Goleman's work
Completed by July 18th, 2011
- Week 7: **Moral Leadership**
 Northouse Ch. 14: Leadership Ethics
Followership
 Excerpts from Daft, "The Leadership Experience" available on blackboard
Motivation and Empowerment
 Excerpts from Daft, "The Leadership Experience" available on blackboard
Completed by July 25th, 2011
- Week 8: **Final Paper- Due Wednesday, July 27th, 2011**