



ARIZONA STATE UNIVERSITY
GENERAL STUDIES COURSE PROPOSAL COVER FORM

Course information:

Copy and paste current course information from Class Search/Course Catalog.

Academic Unit School of Letters and Sciences Department Interdisciplinary and Liberal Studies

Subject BIS Number 353 Title Interdisciplinary Leadership Units: 3

Is this a cross-listed course? (Choose one)
If yes, please identify course(s) no

Is this a shared course? (choose one) If so, list all academic units offering this course no

Course description:

Requested designation: (Choose One)

Note- a separate proposal is required for each designation requested

Eligibility:

Permanent numbered courses must have completed the university's review and approval process.
For the rules governing approval of omnibus courses, contact the General Studies Program Office at (480) 965-0739.

Area(s) proposed course will serve:

A single course may be proposed for more than one core or awareness area. A course may satisfy a core area requirement and more than one awareness area requirements concurrently, but may not satisfy requirements in two core areas simultaneously, even if approved for those areas. With departmental consent, an approved General Studies course may be counted toward both the General Studies requirement and the major program of study.

Checklists for general studies designations:

Complete and attach the appropriate checklist

- Literacy and Critical Inquiry core courses (L)
- Mathematics core courses (MA)
- Computer/statistics/quantitative applications core courses (CS)
- Humanities, Fine Arts and Design core courses (HU)
- Social and Behavioral Sciences core courses (SB)
- Natural Sciences core courses (SO/SG)
- Global Awareness courses (G)
- Historical Awareness courses (H)
- Cultural Diversity in the United States courses (C)

A complete proposal should include:

- Signed General Studies Program Course Proposal Cover Form
- Criteria Checklist for the area
- Course Syllabus
- Table of Contents from the textbook, and/or lists of course materials

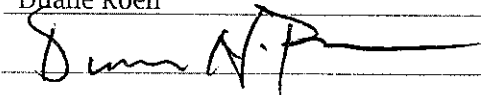
Contact information:

Name Dr. Duane Roen Phone 480-727-6513

Mail code 1901 E-mail: duane.roen@asu.edu

Department Chair/Director approval: (Required)

Chair/Director name (Typed): Duane Roen Date: 3/26/13

Chair/Director (Signature): 

Proposer: Please complete the following section and attach appropriate documentation.

ASU--[SB] CRITERIA							
A SOCIAL AND BEHAVIORAL SCIENCE [SB] course should meet all of the following criteria. If not, a rationale for exclusion should be provided.							
YES	NO		Identify Documentation Submitted				
<input checked="" type="checkbox"/>	<input type="checkbox"/>	1. Course is designed to advance basic understanding and knowledge about human interaction.	Syllabus				
<input checked="" type="checkbox"/>	<input type="checkbox"/>	2. Course content emphasizes the study of social behavior such as that found in: <table border="1" style="width: 100%; margin-top: 5px;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> • ANTHROPOLOGY • ECONOMICS • CULTURAL GEOGRAPHY • HISTORY </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> • LINGUISTICS • POLITICAL SCIENCE • SOCIAL PSYCHOLOGY • SOCIOLOGY </td> </tr> </table>	<ul style="list-style-type: none"> • ANTHROPOLOGY • ECONOMICS • CULTURAL GEOGRAPHY • HISTORY 	<ul style="list-style-type: none"> • LINGUISTICS • POLITICAL SCIENCE • SOCIAL PSYCHOLOGY • SOCIOLOGY 	Assignment Guidelines		
<ul style="list-style-type: none"> • ANTHROPOLOGY • ECONOMICS • CULTURAL GEOGRAPHY • HISTORY 	<ul style="list-style-type: none"> • LINGUISTICS • POLITICAL SCIENCE • SOCIAL PSYCHOLOGY • SOCIOLOGY 						
<input checked="" type="checkbox"/>	<input type="checkbox"/>	3. Course emphasizes: <table style="margin-top: 5px;"> <tr> <td style="width: 50%; vertical-align: top;"> a. the distinct knowledge base of the social and behavioral sciences (e.g., sociological anthropological). </td> <td style="width: 50%; text-align: center; vertical-align: middle;">OR</td> </tr> <tr> <td style="width: 50%; vertical-align: top;"> b. the distinct methods of inquiry of the social and behavioral sciences (e.g., ethnography, historical analysis). </td> <td></td> </tr> </table>	a. the distinct knowledge base of the social and behavioral sciences (e.g., sociological anthropological).	OR	b. the distinct methods of inquiry of the social and behavioral sciences (e.g., ethnography, historical analysis).		Assignment Guidelines
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b. the distinct methods of inquiry of the social and behavioral sciences (e.g., ethnography, historical analysis).							
<input checked="" type="checkbox"/>	<input type="checkbox"/>	4. Course illustrates use of social and behavioral science perspectives and data.	Assignment Guidelines				
THE FOLLOWING TYPES OF COURSES ARE EXCLUDED FROM THE [SB] AREA EVEN THOUGH THEY MIGHT GIVE SOME CONSIDERATION TO SOCIAL AND BEHAVIORAL SCIENCE CONCERNS:							
• Courses with primarily fine arts, humanities, literary, or philosophical content.							
• Courses with primarily natural or physical science content.							
• Courses with predominantly applied orientation for professional skills or training purposes.							
• Courses emphasizing primarily oral, quantitative, or written skills.							

Course Prefix	Number	Title	Designation
BIS	345	Interdisciplinary Leadership	SB

Criteria(from check-sheet)	How course meets spirit (contextualize specific example in the next column)	Please provide detailed evidence of how course meets criteria (i.e., where in syllabus)
C-1	The course focus itself is to advance basic understanding and knowledge about human interaction specifically in the 21 st -century workplace.	Discussion Board essays (35% of final course grade), a Leadership Grid project (15% of final course grade), and a Leadership Profile project (50% of final course grade) demonstrate evidence of C- 1.
C-2	Readings were chosen and assignments were designed so that students can examine the phenomenon of organizational leadership by integrating knowledge across multiple social and behavioral/scientific disciplines.	A detailed description of both the Leadership Grid activity and the Leadership Profile assignment demonstrates the need for integrative inquiry across social and behavioral/scientific disciplines.
C-3 & C-4	Discussion Board essays and two major projects worth 65% of the final course grade have students utilize leadership characteristics/models/theories across corporate, non-profit/educational, military, family/community sectors.	Again, a detailed description of the Leadership Grid project and the Leadership Profile project as found in modules in the online site demonstrate the utilization of C-1 and C-2.

Course Home - Syllabus

BIS 353

Interdisciplinary Leadership

Instructor: Michael R. Pryzdia, Ph.D

Email: michael.pryzdia@asu.edu

Office: UCENT 327B, Downtown Campus

Course Overview

The most valuable resource of any organization is the people who work there-- the human capital, if you will. This seminar will explore leadership vis-a-vis this human capital in meeting the goals of the organization and the personal and professional goals of the people in the organization. We will read about and discuss issues such as: enhancing one's leadership capability, styles of leadership, crisis periods of leadership, conflicts between the organization's leadership and one's personal leadership, and characteristics of and strategies for success in leadership positions. Additional themes of power, authority, and control will be examined in terms of the organization and the individual.

Comment [m1]: c-1

Course Outcomes

As a member of this class you will

1. complete and reflect on class readings and participation in discussions on the readings (your thoughts and/or observations from the week's readings, your questions, your reflections on yourself or your organization vis-à-vis the readings)
2. collect examples of kinds of leadership in newspapers and magazine articles
3. define leadership for various sectors--non-profit, corporate, military, etc.-- and distinguish organizational structures that challenge and facilitate leadership
4. analyze one's own leadership strengths and develop an action plan based on self-reflection (during this course you will be introduced to several fundamental

perspectives on organizations and on yourself as an evolving organization actor. The ability to recognize one's perspective is itself a fundamental leadership dynamic-- where you are now, what you know, what soft skills you have, what you can do to position yourself to enhance your leadership portfolio)

Textbook

1. Practicing Leadership Principles and Applications by Arthur Shriberg and David Shriberg.

How to Be Successful in this Course

Since this is a compressed course, you will need to keep up with the readings and the assignments on a regular basis. You will be using a new platform to do your work, so please do not wait until the last minute to assess and start your work. As a colleague of mine reminds every student:

If you are prone to procrastination, it is time to slay that dragon! Your life will be much easier and you will be much more successful in this class if you habitually read the assignment materials as early as you can in the week. That way you have time to review it, think about it, write and then review that, to hopefully have your work done by the end of the week. "

If you fall behind, not only will your grades suffer, you may not be able to catch up: a waste of good money and time on your part. This syllabus is designed to give you a heads-up on what is coming ... pay attention!

Office Hours

As this is a completely online class, offices hours are also virtual. Please post general questions to the "I was just wondering-questions about the course" discussion board where another member of the class may be able to help before I can respond. If it is of a personal nature, however, email contact is standard and effective. If for some reason these don't

Comment [m2]: C-1: Text is based in ten basic assumptions which include: "Our understanding of leadership requires the vantage point of multiple perspectives" and "Studying leadership across a range of human differences is a necessary approach for the 21st century" and "Practicing a high standard of ethics and a true appreciation and leveraging of diversity is the core of leadership."

Comment [m3]: C-2

meet your needs, we can schedule an online appointment at our mutual conveniences. If you are local, I am available to meet with you on campus.

In any event, please plan ahead. If you plan on doing work on the weekend, at least work or read enough ahead to see if you have questions. Don't wait until the last minute. And please follow the guidelines discussed immediately below. Remember the beauty of the "I was just wondering" discussion board is you can help each other too. Check there first to see if your question is already answered, and, if it isn't, post your question there (if it isn't personal about your grade or whatever) as a peer may jump in an answer you before I even get to.

Email Reminder

Please make the subject line useful for me by including:

1. The class number - BIS 353
2. A word or two that captures the main point of your email

If phone is the best way to contact you for a particular issue, please always include your phone number in the body of each email. Also suggest times you plan to be at that number.

Please make a good effort to use the class website materials to find basic information before you post to the discussion board, call, or email. I put as much there for you as I can. Out of respect for your time (and mine) and to answer your questions ASAP, please start with your materials. After that, if you have a special situation or need clarity, by all means post to the forum on the discussion board, or contact me if it is personal. Go to announcements regularly anyway to see if I've said something or if you can help a peer.

Late Work

Any assignment turned in after the deadline will lose 10% of its value per late day. Only under extraordinary and very well documented circumstances will the late penalty be

waived. Such situations must be brought to the instructor's attention immediately after they occur. No late work will be accepted after the last day of the course.

Failure to plan your work is no excuse. However, students may find help for dire personal and medical issues through the student advocacy services office. This office provides guidance and support to students in resolving educational and personal challenges that may impede their academic progress. In assessing the penalties for late or missed work (if accepted), I rely on this office for information and authentication of a student's situation. It is at my discretion that late work be counted.

Students needing assistance in situations such as a death in the family, illness, accident, and other critical incidents are encouraged to utilize student advocacy services. They can be reached at ss-dpc@asu.edu or by phone at 602.496.1208. If you have a family or personal emergency please contact the office of student advocacy immediately before contacting me.

Grades

Range	Grade
91 - 100	A
81 - 90	B
71 - 80	C
61 - 70	D
0 - 60	E

Learning Units /Modules

There will be 5 learning modules running through the seven weeks of the term. All modules are available for your review at the start of the class. The learning module folders contain everything that you need to complete the units, such as readings summaries and assignment instructions. The assignments will vary depending on the topic. Assignments may be discussion board postings, finding resources such as articles, or formatted

assignments depending on the topic. Note that the assignments are due on Sundays and Wednesdays (midnight that night) over the seven week period.

Course Schedule

Module	Topic	Assignments	Due Date
1	Leadership and Ethics	Post on syllabus /course	8/25
		Class introductions	8/28
		Continued introductions	9/1
		Post on Ethics and Leadership	9/4
		Response post	9/8
2	Multicultural Perspectives	Post on multicultural leadership	9/11
		Response post	9/15
3	Perspectives on Leadership	Post on Psychology of leadership	9/18
		Response post	9/22
		Communication post	9/25
4	Power and Leadership	Post on models	9/29
		Post on Approaches	10/2
		Leadership grid	10/6
5	Puzzle	Post on servant leadership	10/6
		Leadership profile	10/11

General Course Expectations

Online instruction offers scheduling flexibility that we all appreciate; however, in some ways student performance expectations are higher in an online environment than in a live class.

To be successful in this class, students must do the following:

1. Make sure to always have access to a functioning computer. If, for example, your home computer experiences problems, it is your responsibility to find another computer (on campus, at any public library, a friend's house, etc.) to log onto and complete your assignments on time. Exceptions may be made by the instructor in the event of widespread computer viruses or some other large-scale event affecting ASU's computer network (checked at <http://syshealth.asu.edu/>) exceptions will not be made for routine computer problems.
2. Demonstrate good time management skills. The modules are not set up to be completed at the last minute. You will be more successful if you pace yourself and give yourself enough time to produce quality work. No late assignments will be accepted.
3. Always read and follow directions. It is extremely important that before you complete any of the assignments that you first make sure to understand what the instructions are telling you to do. In many cases, you will be asked to meet a word minimum; please make sure to do so.
4. Reread, edit and revise every piece of writing before submitting it. Because of the online nature of this course, your contributions will be in writing. Naturally, this means that there is a strong emphasis on writing. As a result, one of the overriding objectives of the course is to guide you into becoming a stronger writer. The grades for each assignment will reflect both the command of class content, as well as the quality of writing.
5. Always cite material that you use from other sources that are either direct quotes, summaries, or paraphrasing. Any citation format is acceptable (APA, MLA, Chicago, etc.). Assignments utilizing outside resources that are not cited will receive a failing grade. All assignments should be written in formal standard English. If you cannot figure out how to formally cite a source, then make sure you put the source in a parenthesis after the quote so you will at least get some credit. Never just quote someone without acknowledging the work some way even if it is not a perfect

citation. The ASU Library page has resources for your work on citation and style sheets. (see "Student Resources & Accessibility" on our menu).

6. Plagiarism is stealing. Whenever you borrow a phrase, sentence, paragraph—or even an idea stated in your own words—from any outside source (news writing, magazine, tv show, book, fellow student) without giving credit to that source, you have plagiarized. Plagiarism is cheating yourself and someone else. The consequences are severe, including failure for the assignment, probable failure for the course, disciplinary referral to the dean, and possible expulsion from the university. I randomly select work to run through a plagiarism checker. Academic integrity is expected of every individual in the university (see <http://www.asu.edu/vpsa/studentlife/>). If you have any questions about how to acknowledge someone else's words or ideas, see me. **IF YOU PLAGIARIZE THE WORK OF ANOTHER STUDENT IN THIS CLASS FOR ANY REASON , I WILL REQUEST A FINAL GRADE OF XE (FAILURE FOR ACADEMIC DISHONESTY), AND IF APPROVED IT WILL BECOME PART OF YOUR PERMANENT TRANSCRIPT.**
7. Your BIS advisors are excellent resources for you in your academic career. Please remember to use this resource:<http://sfs.asu.edu/bis/advising.html>
8. Finally, students are also expected to treat each other and the instructor with respect. Please understand that some of the content of this course may be considered sensitive or controversial. Students are not required to agree with the authors, other students, or the instructor. Students are required, however, to communicate disagreement with thoughtful and reasoned arguments that are informed and respectful. Your maturity, sensitivity, and respect for your classmates are imperative.

Labor Day (September 2) and Veteran's Day (November 11) are recognized university holidays, and no classes are held. We also have two official university "breaks": Fall Break (October 12-15) and Thanksgiving Break (November 28-29). No assignments are due on

those days. Point your browser to <http://students.asu.edu/academic-calendar> for additional dates.

Module 1: Module One

Module One

The authors view leadership as a puzzle each developing leader must put together in order to solve her/his own leadership challenges.

Summary of text Chapter 1 (NOTE: Readers of 4th edition read Chapter 1 of 4th edition AND Chapter 1 of 3rd edition [available on menu to left])

Leadership is

- Interpersonal influence directed through communication toward goal attainment
- The influence increment over and above mechanical compliance with directions and orders
- An act that causes others to act or respond in a shared direction
- The art of influencing people by persuasion or example to follow a line of action
- The principal dynamic force that motivates and coordinates the organization in accomplishing its objectives

Summary of text Chapter two

Ethical Decision-Making

- The Rights Theory
- The Common Good Theory
- The Fairness Theory
- The Utilitarian Approach
- The Virtue Ethics Approach

Module 1: Module One - Module 1 - Introduction to the Course

Module One--Leadership and Ethics

Introduction to the Course and to the Class

We'll start slow, but I encourage you to make sure you understand the module's work before mid-week of this first week.

This module parallels the first two chapters in the text. Your text authors feel that everyone has the opportunity to be a leader. They will guide you through reflection on the various pieces of the leadership puzzle. They begin with ethics, which they regard as essentially intertwined with leadership.

Tasks for the week:

1. Read the syllabus and post at least one question or concern you have about the syllabus or the course on the Discussion Board-Course/Syllabus Questions by Sunday, August 25th, midnight. 1 pt. (1.1)
I will respond to these. You should read over all the questions and responses to make sure we are all on the same page about the course.
2. On the Discussion Board-Introductions, by Wednesday, August 28th, midnight, introduce yourself to the class. 1 pt. (1.2)

Respond to at least *three* of the following posts in your introduction:

- o what your expectations are for this course
 - o where you work and what kind of employer--corporate, military, non-profit, government, full-time student (education), etc.
 - o what other courses you are taking this semester that might inform your participation in this class (business management, for example)
 - o what you see as the most challenging leadership or organizational dynamic issue at your workplace or some other organization you interface with (church, volunteer group)
 - o what your strongest leadership quality is
 - o what career or specific job you are hoping to have after graduation
3. By Sunday, September 1st, midnight, respond to one of your classmate's introductions. 1 pt. (1.3)
 4. Read Chapter 1 (See menu): "Approaches to the Modern Study of Leadership" and Chapter 2, "Ethical Leadership."
 5. Find an article in a journal or newspaper that reflects an connection between leadership and ethics. See special instructions for this assignment. By Wednesday, September 4th, midnight, post the URL for that article and provide an explanation about why you chose that article. Write about 150-200 words for your explanation. Post worth 2 pts. (1.4) *Note that word lengths are minimums; you can always write more.*
 6. By midnight, Sunday, September 8th, midnight, respond to one of your classmate's posts. Write at least 150-200 words in response. Worth 2 pts. (1.5)

Module 1: Module One - Class Introductions

Class Introductions

Discussion Participation

- When you are the first to contribute to the discussion, you will see only the + **Respond** link
- If others have posted, you will see their comments, along with the + **Respond** link
 - If there is more than one topic for discussion, the first topic is displayed.
 - To select a different topic, click on the corresponding link in the Topics list.
- The + **Respond** link – as well as any responses – will be displayed at the bottom of the page
- If you do not see the + **Respond** link, or any responses, you may need to scroll down the page

Introductions

On the Discussion Board-Introductions, by Wednesday, August 28th, midnight, introduce yourself to the class. 1 pt. (1.2) Write at least 150-200 words. (word counts are minimums--you may write over the count is you need to). Feel free to upload pictures if you want.

Respond to at least **three** of the following prompts in your introduction:

- what your expectations are for this course
- where you work and what kind of employer--corporate, military, non-profit, government, full-time student (education), etc.
- what other courses you are taking this semester that might inform your participation in this class (business management, for example)
- what you see as the most challenging leadership or organizational dynamic issue at your workplace or some other organization you interface with (church, volunteer group)
- what your strongest leadership quality is
- what career or specific job you are hoping to have after graduation

By Sunday, September 1st, midnight, respond thoughtfully to at least one of your classmates' posts. Worth 1 pt. (1.3) See the DB for details.

Module 1: Module One - Leadership Models

Leadership Models--these are additional resources on leadership for your use. Most of these are discussed in your text.

Leadership Theories

Module 1: Module One - Article on Leadership and Ethics

Article on Leadership and Ethics

Identifying Leadership Dynamics in a Posted Article

Discussion Participation

- When you are the first to contribute to the discussion, you will see only the **+ Respond** link
- If others have posted, you will see their comments, along with the **+ Respond** link
 - If there is more than one topic for discussion, the first topic is displayed.
 - To select a different topic, click on the corresponding link in the Topics list.
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Identifying Leadership Dynamics in a Posted Article

Evaluation Rubric for Article Reflection.docx

Find an article in a newspaper or journal that you feel illustrates the general principles of leadership with particular attention to ethics. You may even know of an "app" that you want us to be aware of-- such as iTunes' "Leadership App," a vendor provided app. Post a link to that article and a brief (150-250 words) summary of why you posted it. Worth 2 pts. Post by Wednesday, September 4th, at midnight. (1.4)

Then, read through your classmates' postings. Select one article (yours or someone else's) to reflect on aspects of leadership as described in the article. Address three or more of the following probes (if you think you need to add a probe, please do so...just be clear about it in your write up-tell us what you are responding to):

1. Was the action ethical in your opinion? Explain your reasoning as to why this was or was not an ethical decision (cite two conditions from your text that support your reasoning)? (Remember that your text makes some interesting distinctions about ethical leadership-neutral, unethical, hypocritical, ethical--[pp.26-28 for 3rd ed or pp.24-27 for 4th ed])
2. Do you think this was an organizational issue or an individual leadership issue? What evidence do you have on this? How was it stated in the article (cite specific words and explain what the author meant)? Do you know of other information that indicates responsibility?

3. Are there conditions of the leadership choice in the article? In other words, would the leader or organization not have made the choice it did under other circumstances? Was this a one-time situational choice?
4. What organizational dynamics might have helped or permitted the leader to make the choice? If you think of the banking industry situation, is the federal government responsible because of its lack of oversight? Were the dynamics in John Edwards' family situation such that an affair was likely to occur?
5. To your knowledge, has this leader made similar decisions, or is this one action "way out of character"? Do not speculate on why unless you have something concrete as a basis.

Remember this reflection is worth 2 pts. and should be about 150-250 words. See the attached evaluation grid for expectations. Post your comments under the article you selected. Due no later than Sunday, September 8th, midnight. (1.5)

Evaluation Rubric for Article Reflection

To what extent does the reflection....	1	2	3	4	5
Discuss aspects of leadership decisions/actions within the context of the article					
Distinguish between individual and organization situations/contributions to leader decisions/actions as described in the article					
Provide evidence(text and/or article ideas/concepts) for one's response, not just personal opinion					
Communicate ideas in an organized manner, professionally written, error free response of an appropriate length					

Module 2: Module Two

Module Two-Cultural Competency and Self-Reflection

Both editions of the book emphasize cultural competency in leadership, saying one cannot be a leader without being culturally competent. Which cultures you need to be competent with (or more accurately working toward being competent) will be dependent upon those you engage with or need to engage. However, we all need to evaluate our competencies with the basic cultures we face daily--male vs. female, young vs. old, etc. The perspectives in this chapter can be very useful.

Summary for Text Chapter 3

- Culturally competent leadership is a journey, not a destination
- Leveraging multicultural leadership across all functions in an organization maximizes productivity

Tasks for this module.

1. Read Chapter 3, "Leadership in a Global and Multicultural Society."

Reflect on how multicultural competency is necessary in order to be a successful leader. Pay special attention to the Iceberg discussion as represented in figure 3.2. for 3rd edition or figure 3.4 for 4th edition.

2. Go through the supplemental materials in this module--they will help you in your profile assignment.

3. Find and post an article (worth 3 pts.) on cultural competency by Wednesday, September 11th (2.1) and respond (worth 3 pts.) to a classmate's post by Sunday, September 15th, (2.2). See the Discussion Board for details. Worth 3 pts.

4. **Preview** the Leadership Grid assignment. This assignment will be due October 6th and is worth 15 points.

Module 2: Module Two - Self-Reflection on Leadership

Self-Reflection on Leadership

At the end of this term you will submit a paper on your leadership profile (see preview in module three). This paper will reflect both what you already know about yourself and what you will experience throughout the term.

Let's begin this discovery by taking one of the many online leadership trait surveys.

<http://www.keirsey.com/sorter/register.aspx>

This one has a good research base and is used widely. It's free, but you have to register. If you are concerned about security of information, then I suggest you create an email account on Yahoo or Hotmail just for this exercise. I have been on their mailing list for several years, and I have not seen any abuses of my email.

As you go through the survey questions, you may realize you took a version of this at some other time. Go ahead and finish the questions, but of course having taken the survey before influences your outcomes.

Do the profile this week or early next week, as we will have a follow up reflection on this. You will not have to reveal any personal information to your classmates.

Module 2: Module Two - Leadership Styles

Leadership Styles

These articles from the Harvard Business School are related to chapters 3, 4, and 5 (for 3rd edition) or 3, 5, and 6 (for 4th edition).

<http://hbswk.hbs.edu/topics/leadershipstyle.html>

<http://search.hbs.edu:8765/hbswk/index.html?qt=leadership+styles>

Module 2: Module Two - Basic Info on Leadership Theories

Basic Info on Leadership Theories

These are additional resources for your use.

Basic Info on Leadership Theories

Module 2: Module Two - Leadership Opinion

Leadership Opinion

Four Styles of Leadership

Leadership Opinion



Module 2: Module Two - Post on Multicultural Competency

Post on Ethics or Multicultural Competency

Post and Reflection for the Week

Discussion Participation

- When you are the first to contribute to the discussion, you will see only the **+ Respond** link
- If others have posted, you will see their comments, along with the **+ Respond** link
 - If there is more than one topic for discussion, the first topic is displayed.
 - To select a different topic, click on the corresponding link in the Topics list.
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Topics

>Post and Reflection

Networking and Affinity Groups

Post and Reflection

Look for news articles or magazine stories about leadership, with a particular emphasis on ethics or multicultural competency. Post the URL or some other locator so your classmates can also access the article. Provide a 150-250 word statement about why or how you see this article in relationship to what is being discussed in the first three chapters. Post the URL and your explanation to the Discussion Board Forum "Multicultural," by midnight, Wednesday, September 11th (midnight). Worth 3 pts. (2.1)

By Sunday, September 15th, midnight, respond thoughtfully to a classmate's post. Focus on why you agree or disagree with your classmate's analysis. Write at least 150-250 words. Worth 3 pts. (2.2)

Module 2: Module Two - Assignment Preview-Leadership Grid Activity

Assignment Preview - Leadership Grid Activity

Leadership_Grid.docx

This is a project I envision best completed as we go through the parallel sections of the text. The task will be to select an example organization for each sector and document and describe the features of that organization based on the dimensions provided. It is a synthesis activity. Don't forget to provide and URL's you use.

I am providing a sample of a partially filled in grid (click on sample grid in left menu)--do not use any of these in your final paper.

As a reminder, the grid is worth 15 points (or 15% of your grade), due midnight, October 6th.

Dropbox Instructions

1. Access the dropbox by selecting the Dropbox tab in the Course Tools bar at the top of the screen.
2. When the Dropbox page opens, click on the Submit Assignment link.
3. From the Basket drop-down menu, select the Dropbox basket that corresponds with your assignment.
4. Enter any information you need to provide your instructor in the text editor, or simply leave this blank.
5. Attach your document by clicking on the Add/Remove link, then following the prompts in the pop-up window.
6. When your file has uploaded, it will appear as a link under Attachments.
7. When you are finished, click on the Submit Assignment button.

Your assignment now has been submitted for instructor review and should be visible in your Outbox Basket.

Comment [m1]: C-1, C-2, C-3, C-4: The activity requires a close examination of the text which includes entire chapters focused on the social and behavioral sciences such as "Leadership in a Global and Multicultural Society"; "Scientific Management and Leadership"; "Behavioral Theories of Leadership"; "Intelligence and Personality"; "Motivation and Communication"; "Power and Leadership"; "Military Leadership"; "Leadership for Environmental Sustainability" etc.

Sector	Dominate organization structure	Typical leadership characteristics/ model/theory	Clientele—who is served	Communication channels	Challenges/ sustainability
Corporate					
Non-profit, education					
Governmental					
Military					
Family/ community (more informal groups like HOA, houses of worship that you volunteer with, Boys/Girls Club, Scouts)					

Module 3: Module Three

Module Three--Perspectives on Leadership

Chapters 4 and 5 (Chapters 5 and 6 for 4th edition) add pieces to your puzzle. Some will resonate with you, and others will seem new and perhaps challenge your understanding of what makes a leader. As you read through these, think back to courses you have taken and enjoyed and see what connections you can make.

Disciplinary Perspectives on Leadership

Summary of text Chapter 4 (Chapter 5 for 4th edition)

- Intelligence between intelligence and personality--assumptions about intelligence
- Gardner's Multiple Intelligence Model
- Emotional intelligence
- Nature/nurture debate
- Selective perception

Comment [m2]: C-1, C-2, C-3, C-4

Summary of text Chapter 5 (Chapter 6 for 4th edition)

- Motivational theories
 - ERG
 - Herzberg's Dual Factor
 - McClelland's Trichotomy of Needs
 - McGregor's Theory X and Theory Y
 - Equity Theory
 - Expectancy Theory
 - Reinforcement Theory

Comment [m3]: C-1, C-2, C-3, C-4

Chapter 6-Communication (Also Chapter 6 for 4th edition)

Your text authors place a great deal of emphasis on communication as a leadership tool and personal skill. See if you can describe your strengths and weaknesses as a communicator.

Comment [m4]: C-1

The chapter covers

Basic communication theory: the transactional model of encoding, channels, and decoding

Filters and sets

Interference

Types of Communication

- Verbal vs. nonverbal
- Intentional vs. unintentional
- Formal vs. informal
- Upward, downward, lateral communication

Factors leading to breakdowns in communication

Improving communication

Tasks for this module:

1. Preview the final assignment--Leadership Profile. This is due October 11th and is worth 50 points. This serves as the final examination for this course.
2. Review the links on the psychology of leadership.
3. Read text chapters 4, 5, and 6 (Chapters 5 and 6 for 4th edition).
4. Find and post an article that links certain personality traits (Chapter 4 for 3rd edition and Chapter 5 for 4th edition) to leadership or one that analyzes leadership with one of the theories discussed in Chapter 5 for 3rd edition or Chapter 6 for 4th edition. Post your URL and rationale to the Discussion Board by Wednesday, September 18th, midnight. Write about 150-250 words. Worth 3 points. (3.1)
5. By midnight, Sunday, September 22nd, midnight, post a response to one of your classmate's posts. Focus on something your learned from the post. Write about 150-250 words. Worth 3 points. (3.2)

Module 3: Module Three - Preview Leadership Profile Assignment

Preview Leadership Profile Assignment-Due October 11th

This is your final project, but you can get started on it. In fact, you have already begun by your reflection on leadership perspectives. The assignment is due the last day of class--October 11th, and it is worth 50 points, or half your grade. This serves as the final examination for this course.

Essential, the task is to reflect on your own leadership skills as you have thought about them while reading the text and reviewing articles. You can also incorporate what information you have gleaned from those self-assessments. We have looked at leadership from multiple perspectives--psychology, sociology, history, ethics, communication, etc. Your reflection should tie together these multiple perspectives, be interdisciplinary.

Comment [m5]: C-1, C-2, C-3, C-4

Write a unified piece of at least 800-900 words. Be sure to use citations when you refer to the text (which is required--see the evaluation grid below). You may write as much as you like, remembering that word counts are minimums.

Use the following prompts to frame your answer as appropriate: (you do not have to answer each question, but these are good ways to start thinking)

- 1) What do you think is the dominant leadership style/model in your organization?
- 2) What about your own approach to effective leadership is in conflict with the organization's approach?
- 3) What is one example of an ethical tension in your organization?
- 4) What personal characteristics do you bring to your organization in terms of leadership development?
- 5) If you had one leader you have read about this term, either in the text or in the articles, come as a consultant to the organization, what familiar aspects of leadership would he/she see in action?
- 6) What can you do to improve your leadership tool box? What do you need to do in order to be an effective leader in your organization?

To what extent	Absent or Minimally Addressed 0-15	Developing 16-25	Partially Addresses Some of the Elements but Ignores others that are Significant 26-35	Meets Expectations in the Analysis 36-44	Exceeds Expectations 45-50
Does the writer clearly discuss and reflect on leadership characteristics in relationship to organizational dynamics					
Does the writer link the discussion to courses readings and posted articles and reflections					
Does the writer cite appropriate literature/research and					

provide the appropriate citation in APA format					
Does the writer communicate in a professional manner, with error-free mechanics and appropriately developed writing					

Module 3: Module Three - Links on the Psychology of Leadership

Links on the Psychology of Leadership

Gardener's Multiple Intelligences

Gardener's Multiple Intelligences

DISC

DISC

Taking this will cost you, but you can learn about the test's perspective by reading the front (free) pages. I use this tool all the time in my consulting work!!

MBTI

MBTI

Again, taking this test will cost, so check out this site http://en.wikipedia.org/wiki/Myers-Briggs_Type_Indicator

This instrument is used in some corporations as a pre-employment screen and to form work teams.

MBTI (humanmetrics)

NOTE: I found an MBTI site that is FREE (click on above --MBTI humanmetrics). You can take the MBTI, score it, and interpret it. I have found the site to be reliable. Students do find it useful!

Leadership Theories Background

Leadership Theories Background

Self-test on Leadership Styles (for fun)

Self-test on Leadership Styles (for fun)

Module 3: Module Three - Article on Psychology and Leadership

Article on Psychology and Leadership

Post #1 for the Week

Discussion Participation

- When you are the first to contribute to the discussion, you will see only the **+ Respond** link
- If others have posted, you will see their comments, along with the **+ Respond** link
 - If there is more than one topic for discussion, the first topic is displayed.
 - To select a different topic, click on the corresponding link in the Topics list.
- The **+ Respond** link – as well as any responses – will be displayed at the bottom of the page
- If you do not see the **+ Respond** link, or any responses, you may need to scroll down the page

Post #1 for the Module

Search the library databases for an article that you feel addresses a psychological approach discussion of leadership. Post it to the appropriate discussion board forum and provide a brief commentary on why you think this article fits. Post the URL or some other locator so your classmates can also access the article. Provide a 150-250 word statement about why or how you see this article in relationship to what is being discussed in the chapters. Due September 18th, midnight. Worth 3 pts. (3.1)

By September 22nd, midnight, post a response to one of your classmate's posts, describing and commenting on what you learned from the article. Write about 200-250 words. Worth 3 pts. (3.2)

Module 3: Module Three - Reflection on Communication

Reflection on Communication

Post #2 for Week #3

Discussion Participation

- When you are the first to contribute to the discussion, you will see only the **+ Respond** link
- If others have posted, you will see their comments, along with the **+ Respond** link
 - If there is more than one topic for discussion, the first topic is displayed.
 - To select a different topic, click on the corresponding link in the Topics list.
- The **+ Respond** link – as well as any responses – will be displayed at the bottom of the page
- If you do not see the **+ Respond** link, or any responses, you may need to scroll down the page

Post #2 for Module 3

Write a short (250-350 words) reflection on how you are an effective communicator. Try to incorporate the concepts from Chapter 6 in describing two incidents in which you feel you helped the communication in an organization. The organization may be your work or your family, or any organization to which you belong. Please post by September 25th, midnight. Worth 3 pts. (3.3)

Comment [m6]: C-1

Module 4: Module Four

Module Four-Models/Theories/Approaches--Power and Leadership

Chapter 7 Philosophy and Leadership Summary (This is Chapter 11 of 4th edition)

- Greeks-leaders as harmonizer and teacher
- Plato--the ideal
- Aquinas-leaders as provider of resources
- Machiavelli-leaders as mediator of self-interests

Chapter 8 Political Science Perspectives

- Expert power
- Referent Power and Operating Procedures
- Legitimate power
- Reward power
- Equity Theory
- Coercive power

Comment [m7]: C-1, C-2, C-3, C-4

Chapter 13 Military Leadership Contributions (This is Chapter 12 of 4th edition)

- Decentralization: Rule of Three
- Improved Feedback Loops
- Checklists and Standard Operating Procedures
- Personnel Evaluations

Comment [m8]: C-1, C-2, C-3, C-4

Tasks for this module:

1. Read chapters 7, 8, and 13 for 3rd edition or chapters 11, 8, and 12 for 4th edition in your text.
2. Review the resources on military leadership.
3. Post a reflection about models of power by September 29th, midnight (4.1) Worth 4 pts.
4. Post a reflection about approaches to leadership by October 2nd, midnight (4.2). Worth 4 pts.
5. Reminder--Your leadership grid is due October 6th, midnight.

Note: Please look ahead at all your assignments left so you won't be rushing at the end to finish everything.

Module 4: Module Four - Some Resources

Some Resources on Military Leadership

I am going to assume that military leadership is an area with which most of us do not have much experience, so I am posting some additional resources (as I have done for other topics). You are welcome to use them as you wish.

<http://www.youtube.com/watch?v=u5RxQApnbDU> (Military)

http://www.youtube.com/watch?v=5_BDWjWv2F4(Military)

<http://www.youtube.com/watch?v=c3TZEaWoLm8> (Military and Loyalty)

Module 4: Module Four - Power Theories/Approaches

Models/Theories of Power

Week Four - Post #1

Discussion Participation

- When you are the first to contribute to the discussion, you will see only the **+ Respond** link
- If others have posted, you will see their comments, along with the **+ Respond** link
 - If there is more than one topic for discussion, the first topic is displayed.
 - To select a different topic, click on the corresponding link in the Topics list.
- The **+ Respond** link – as well as any responses – will be displayed at the bottom of the page
- If you do not see the **+ Respond** link, or any responses, you may need to scroll down the page

Module Four-Post #1

Select any one of the ways of looking at power listed below you have read about so far this term and describe why you feel it works for you as a frame for reflecting on your leadership situation.

- Expert power
- Referent Power and Operating Procedures
- Legitimate power
- Reward power
- Equity Theory
- Coercive power

Please post to the Discussion Board forum by September 29th, midnight. Your response should be about 250-350 words in length and is worth 4 points. (4.1)

Module 4: Module Four - Approaches to Leadership

Approaches to Leadership

Week Four - Post #2

Discussion Participation

- When you are the first to contribute to the discussion, you will see only the + Respond link
- If others have posted, you will see their comments, along with the + Respond link
 - If there is more than one topic for discussion, the first topic is displayed.
 - To select a different topic, click on the corresponding link in the Topics list.
- The + Respond link – as well as any responses – will be displayed at the bottom of the page
- If you do not see the + Respond link, or any responses, you may need to scroll down the page

Module Four-Post #2

Discuss in 300-350 words why you think models of leadership are not complete without heavy emphasis on human characteristics within the organization, especially those of the leaders. Be sure to use theories and models from your text as examples for discussion. Some theories and approaches to leadership will seem more relevant to you than others, but try to be open to the others. Give specific examples from your own experience or elaborate on the examples from the text.

This is worth 4 points, and is due October 2nd, midnight. (4.2)

Module 5: Module Five

Module Five-The Puzzle

This module's readings are Chapter 15 (Chapter 14 of the 4th edition) and Chapters 11 and 12 (Chapter 4 of the 4th edition).

Chapter 15 (This is Chapter 14 of the 4th edition) summarizes the topics in the book:

Some of the Leadership Puzzle Pieces

- Leadership is misunderstood but often studied
- Approaches to leadership (12) help us understand what leadership is
- True leadership is ethical
- Cultural knowledge is fundamental to leadership
- A good leader communicates
- A good leader is intelligent and understands motivation

This chapter serves as a guide for your final project.

Chapter 11 (Chapter 4 of 4th edition) Summary

Four major competencies:

1. Management of attention
2. Management of meaning
3. Management of trust
4. Management of self

Classical Approaches

- Directive
- Supportive
- Achievement oriented
- Participative

Path-Goal

Life Cycle

Chapter 12 (Chapter 4 of 4th edition) Summary

Servant leadership

Leadership is based on influence

Leaders practice leadership

Leaders intend real change

Leadership change reflect organizational and collaborators' purposes

Tasks for this module:

1. Respond to my post on servant leadership by October 6th (5.1) Worth 5 pts.
2. Frame Grid (also due October 6th).
3. Complete your leadership profile project by Friday, October 11th. Worth 50 pts.

Module 5: Module Five - Servant Leadership

Servant Leadership

Please respond to this post in about 350-400 words. It is due midnight, October 6th, and is worth 5 points.

Describe how you are a servant leader (pages 202-204 [3rd edition] pages 76-77 [4th edition]) in one of the organizations you belong to or have belonged to recently. You may feel you are more of a transformational or collaborative leader, but try to focus on those characteristics you feel most address servant leadership.

Module 5: Module Five - Leadership Profile Assignment

Leadership Profile Assignment

This is your final project, but you can get started on it. In fact, you have already begun by your reflection on leadership perspectives. The assignment is due the last day of class, October 11th, and it is worth 50 points, or half your grade. This serves as your final examination for this course.

Essentially, the task is to reflect on your own leadership skills as you have thought about them while reading the text and reviewing articles. You should also incorporate what information you have gleaned from those self-assessments. Think of this as describing the leadership puzzle you have put together during this course.

We have looked at leadership from multiple perspectives--psychology, sociology, history, ethics, communication, etc. Your reflection should tie together these multiple perspectives, be interdisciplinary.

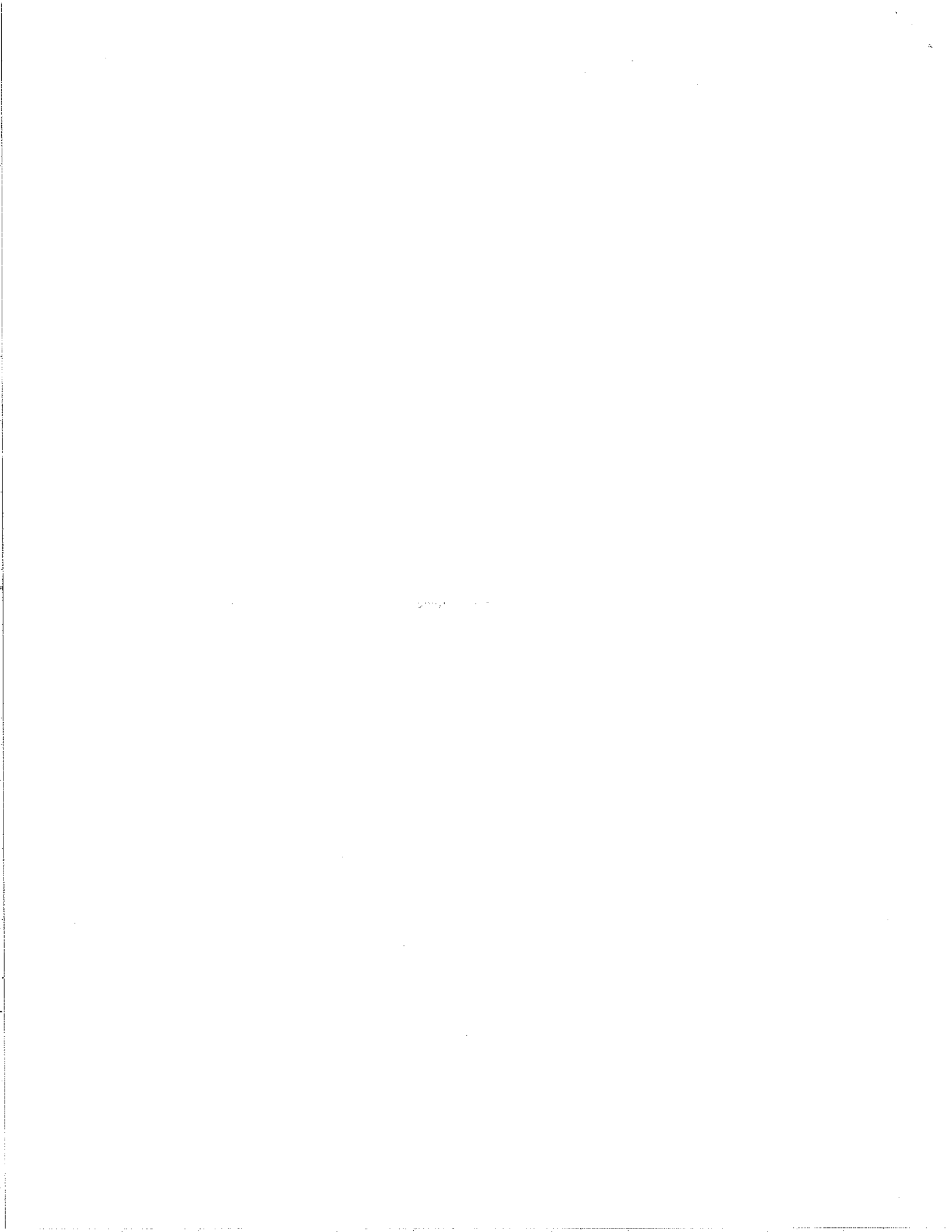
Write a unified piece of at least 800-900 words. Be sure to use citations when you refer to the text (which is required--see the evaluation grid below). You may write as much as you like, remembering that word counts are minimums.

Use the following prompts to frame your answer as appropriate: *(you do not have to answer each question, but these are good ways to start thinking)*

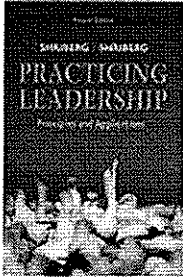
- 1) What do you think is the dominant leadership style/model in your organization? What hard and soft characteristics lead you to think this?
- 2) What about your own approach to effective leadership is in conflict with the organization's approach?
- 3) What is one example of an ethical tension in your organization?
- 4) What personal characteristics do you bring to your organization in terms of leadership development? Try to incorporate something you learned or had reinforced in one of the surveys you took.
- 5) If you had one leader you have read about this term, either in the text or in the articles, come as a consultant to the organization, what familiar aspects of leadership would he/she see in action?
- 6) What can you do to improve your own leadership tool box? What do you need to do in order to be an effective leader in your organization? (Spoiler: sometimes the answer is to leave!)

To what extent	Absent or Minimally Addressed 0-15	Developing 16-25	Partially Addresses Some of the Elements but Ignores others that are Significant 26-35	Meets Expectations in the Analysis 36-44	Exceeds Expectations 45-50
Does the writer clearly discuss and reflect on leadership characteristics in relationship to organizational dynamics					
Does the writer link the discussion to courses readings and posted articles and					

reflections					
Does the writer cite appropriate literature/research and provide the appropriate citation in APA format					
Does the writer communicate in a professional manner, with error-free mechanics and appropriately developed writing					



Practicing Leadership: Principles and Applications by Arthur Shriberg, David Shriberg, and Richa Kumari
(4th edition)



Practicing Leadership Principles and Applications, 4th Edition

Arthur Shriberg, David Shriberg

ISBN: 978-0-470-08698-8

Paperback

320 pages

August 2010

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	Chapter 4: Evolution of Western Leadership
	Chapter 5: Psychology I: Intelligence and Personality
	Chapter 6: Psychology II: Motivation and Communication
	Chapter 7: Management and Leadership
	Chapter 8: Power and Leadership from the Top
	Chapter 9: Teaming and Leadership
	Chapter 10: Philosophy and Leadership
	Chapter 11: Leadership 2.0 (Virtual Leadership)
	Chapter 12: Military Leadership
	Chapter 13: Leading for Environmental Sustainability
	Chapter 14: Practicing Leadership: It's Your Turn

