

## **COURSE SYLLABUS**

### **COM665: LEADERSHIP**

---

#### **Course Description**

An interactive study of the techniques, traits, and skills needed by the leader in today's business environment. Topics include conflict resolution, mentoring, training and development, and identifying leadership talent in organizations. Various models and business cultures will be discussed to assist students in improving the organization behavior in the work place.

#### **General Course Information**

|  |                     |
|--|---------------------|
| Number of Units/Weeks/Sessions               | 5/5/10              |
| #Hours Lecture/#Hours Laboratory/#Hours HWs* | 50/0/100            |
| Prerequisite(s)                              | None                |
| Co-requisites (s)                            | None                |
| Course Developer(s)                          | Dr Chris Pilkington |
| Date Approved / Last Review                  | July 2016           |

\*Homework Projects

#### **MBA Program Learning Outcomes**

- Solve Organizational Problems
- Communicate to a Global Audience
- Make Decisions that Adhere to Legal and Ethical Standards

#### **MSSE Program Learning Outcomes**

- Validate system performance with testing and evaluation methods
- Demonstrate critical thinking through system testing and validation

#### **MSISM Program Learning Outcomes**

- Develop Detailed Business Plans Including Budgets
- Construct a Human Resources Strategic Plan

#### **Learning Outcomes**

- Use active techniques and passive listening to coach and counsel others
- Foster innovation in others
- Motivate others
- Build effective teams
- Use rational and creative approaches for problem solving
- Manage conflict situations

#### **Instructional Methods Employed in this Course**

- Reading from required and suggested sources in preparation for lecture and discussion
- Lectures, some supported by PowerPoint media and handouts
- Examples from current events to support instructor or text-based content
- Whole class discussions, generally correlated with lecture topics
- Small group discussions, stimulated by instructor-provided case studies, scenarios and other materials
- Peer-to-peer activities, in which students are paired to work together on common

projects usually requiring research

- Student presentations, either as individuals or small groups, to highlight the results of work completed on an assignment
- Build on prior learning of students to enhance richness of class activities

## **Information Resources for this Course**

### **Textbook**

Northhouse, Peter G. (2016). Leadership: Theory and Practice, 7th edition. Thousand Oaks, CA: Sage Publications. ISBN-13: 9781483317533.

### **Other Materials**

Collins, Jim. (2001). Good to Great. New York: HarperCollins Publishers. ISBN-13: 9780066620992.

Manning, George and Kent Curtis. (2005). The Art of Leadership, 2nd edition. New York: McGraw-Hill. ISBN-13: 9780072995688.

O'Toole, J. (1999). Leadership A to Z: A Guide for the Appropriately Ambitious. San Francisco, CA: Josey-Bass. ISBN-13: 9780787946586.

Topping, P. (2002). Managerial Leadership. New York: McGraw-Hill. ISBN-13: 9780071450942.

### **Web Site Readings**

Center for Creative Leadership  
[leadership/index.aspx](http://www.ccl.org/leadership/index.aspx) (Retrieved June 19, 2012)

Clark, Donald. Leadership Training and Development Outline  
<http://www.nwlink.com/~Donclark/leader/leadtrn.html> (Retrieved June 19, 2012)

Free Management Library. Leadership Development Planning  
[http://www.managementHW.org/ldr\\_dev/ldr\\_dev.htm](http://www.managementHW.org/ldr_dev/ldr_dev.htm) (Retrieved June 19, 2012)

Leadership Development  
<http://www.leadershipdevelopment.com/index.php>  
(Retrieved June 19, 2012)

National School Boards Association. Professional and Leadership Development  
<http://www.nsba.org/sbot/toolkit/PandLDev.html>  
(Retrieved June 19, 2012)

### **Table/Topics & Assignments**

Types of Assignments:

Lecture -

Considered Lecture Hours

Classroom Discussion -  
Considered Lecture Hours

In Class Critique -  
Considered Lecture Hours

Delivering Oral Presentations -  
Considered Lecture Hours

In Class (IC) Exercise -  
Considered Lecture Hours

Reading -  
Considered Homework (HW), work done outside of class

WebClass lesson (non-online courses) –  
Considered HW, work done outside of class

Lab Work -  
Considered Lab Hours

Quiz, Midterm or Final -  
Considered Lecture Hours

| Session 1       |   |          |          |         |             |                |
|-----------------|---|----------|----------|---------|-------------|----------------|
| Type            | Topic/Description                               | LEC Time | LAB Time | HW Time | Point Value | Due            |
| LEC 1A          | Introduction & the Trait Approach to Leadership | 3        | 0        | 0       | 0           |                |
| IC EX 1A        | In-person Participation 1                       | 1        | 0        | 0       | 20          | Session 1      |
| IC EX 1B        | Scenario Assessment 1                           | 1        | 0        | 0       | 20          | Session 2      |
| IC EX 1C        | Discussion Thread 1                             | 0        | 0        | 0       | 50          | Session 3      |
| HW 1A           | Northouse: Chapters 1 & 2                       | 0        | 0        | 6       | 0           |                |
| HW 1B           | Weekly Thesis Assignment 1                      | 0        | 0        | 10      | 25          | Session 3      |
| HW 1C           | Individual Project                              | 0        | 0        | 10      | 100         | Session 8      |
| HW 1D           | Individual Project Presentation                 | 0        | 0        | 3       | 80          | Sessions 9 -10 |
| HW 1E           | Curricular Practical Training Assignment        | 0        | 0        | 0       | 0           | Session 8      |
| Total Session 1 |   | 5        | 0        | 29      | 295         |                |
| Session 2       |   |          |          |         |             |                |
| Type            | Topic/Description                               | LEC Time | LAB Time | HW Time | Point Value | Due            |
| LEC 2A          | Skills and Behavioral Approaches to Leadership  | 3        | 0        | 0       | 0           |                |
| IC EX 2A        | In-person Participation 2                       | 1        | 0        | 0       | 20          | Session 2      |
| IC EX 2B        | Scenario Assessment 2                           | 1        | 0        | 0       | 20          | Session 3      |
| HW 2A           | Northouse: Chapters 3 & 4                       | 0        | 0        | 7       | 0           |                |
| Total Session 2 |   | 5        | 0        | 7       | 40          |                |
| Session 3       |   |          |          |         |             |                |
| Type            | Topic/Description                               | LEC Time | LAB Time | HW Time | Point Value | Due            |
| LEC 3A          | Situational Leadership<br>The Path-Goal Theory  | 3        | 0        | 0       | 0           |                |
| IC EX 3A        | In-person Participation 3                       | 1        | 0        | 0       | 20          | Session 3      |
| IC EX 3B        | Scenario Assessment 3                           | 1        | 0        | 0       | 20          | Session 4      |
| IC EX 3C        | Discussion Thread 2                             | 0        | 0        | 0       | 50          | Session 5      |
| HW 3A           | Northouse: Chapters 5 & 6                       | 0        | 0        | 7       | 0           |                |

| HW3B             | Weekly Thesis Assignment 2                 | 0        | 0        | 10      | 25          | Session 5 |
|------------------|--|----------|----------|---------|-------------|-----------|
| Total Session 3  |  | 5        | 0        | 17      | 115         |           |
| <b>Session 4</b> |  |          |          |         |             |           |
| Type             | Topic/Description                          | LEC Time | LAB Time | HW Time | Point Value | Due       |
| LEC 4A           | Leader-member Exchange Theory              | 3        | 0        | 0       | 0           |           |
|                  | Transformational Leadership                |          |          |         |             |           |
| IC EX 4A         | In-class Participation 4                   | 1        | 0        | 0       | 20          | Session 4 |
| IC EX 4B         | Scenario Assessment 4                      | 1        | 0        | 0       | 20          | Session 4 |
| HW 4A            | Northouse: Chapters 7 & 8                  | 0        | 0        | 5       | 0           |           |
| Total Session 4  |  | 5        | 0        | 5       | 40          |           |
| <b>Session 5</b> |  |          |          |         |             |           |
| Type             | Topic/Description                          | LEC Time | LAB Time | HW Time | Point Value | Due       |
| LEC 5A           | Authentic Leadership<br>Servant Leadership | 2        | 0        | 0       | 0           |           |
| IC EX 5A         | In-class Participation 5                   | 1        | 0        | 0       | 20          | Session 5 |
| IC EX 5B         | Scenario Assessment 5                      | 1        | 0        | 0       | 20          | Session 5 |
| IC EX 5C         | Discussion Thread 3                        | 0        | 0        | 0       | 50          | Session 7 |
| HW 5A            | Northouse: Chapters 9 & 10                 | 0        | 0        | 9       | 0           |           |
| HW 5B            | Weekly Thesis Assignment 3                 | 0        | 0        | 10      | 25          | Session 6 |
| EXAM 5A          | Prepare for Mid-Term                       | 1        | 0        | 0       | 0           |           |
| Total Session 5  |  | 5        | 0        | 19      | 115         |           |
| <b>Session 6</b> |  |          |          |         |             |           |
| Type             | Topic/Description                          | LEC Time | LAB Time | HW Time | Point Value | Due       |
| LEC 6A           | Adaptive Leadership                        | 1        | 0        | 0       | 0           |           |
| LEC 6B           | Psychodynamic Approach                     | 1        | 0        | 0       | 0           |           |
| IC EX 6A         | In-class Participation 6                   | 1        | 0        | 0       | 20          | Session 6 |
| IC EX 6B         | Scenario Assessment 6                      | 1        | 0        | 0       | 20          | Session 6 |
| HW 6A            | Northouse: Chapters 11 & 12                | 0        | 0        | 12      | 0           |           |

|                 |         |   |   |    |     |  |
|-----------------|---------|---|---|----|-----|--|
| Exam 6A         | Midterm | 1 | 0 | 0  | 100 |  |
| Total Session 6 |         | 5 | 0 | 12 | 140 |  |

| Session 7       |  |          |          |         |             |           |
|-----------------|--|----------|----------|---------|-------------|-----------|
| Type            | Topic/Description                            | LEC Time | LAB Time | HW Time | Point Value | Due       |
| LEC 7A          | Leadership Ethics Team Leadership            | 3        | 0        | 0       | 0           |           |
| IC EX 7A        | In-class Participation 7                     | 1        | 0        | 0       | 20          | Session 7 |
| IC EX 7B        | Scenario Assessment 7                        | 1        | 0        | 0       | 20          | Session 8 |
| IC EX 7C        | Discussion Thread 4                          | 0        | 0        | 0       | 50          | Session 9 |
| HW 7A           | Northouse: Chapters 13 & 14                  | 0        | 0        | 5       | 0           |           |
| HW 7B           | Weekly Thesis Assignment 4                   | 0        | 0        | 10      | 25          | Session 9 |
| Total Session 7 |  | 5        | 0        | 15      | 115         |           |
| Session 8       |  |          |          |         |             |           |
| Type            | Topic/Description                            | LEC Time | LAB Time | HW Time | Point Value | Due       |
| LEC 8A          | Gender and Leadership Culture and Leadership | 2        | 0        | 0       | 0           |           |
| LEC 8B          | Leading Positive Change                      | 1        | 0        | 0       | 0           |           |
| IC EX 8A        | In-class Participation 8                     | 1        | 0        | 0       | 20          | Session 8 |
| IC EX 8B        | Scenario Assessment 8                        | 1        | 0        | 0       | 20          | Session 9 |
| IC EX 8C        | Individual Project                           | 0        | 0        | 0       | 0           | Session 8 |
| HW 8A           | Northouse: Chapters 15 & 16                  | 0        | 0        | 11      | 0           |           |
| HW 8B           | Curricular Practical Training Assignment     | 0        | 0        | 0       | 0           | Session 8 |
| Total Session 8 |  | 5        | 0        | 11      | 40          |           |
| Session 9       |  |          |          |         |             |           |
| Type            | Topic/Description                            | LEC Time | LAB Time | HW Time | Point Value | Due       |
| LEC 9A          | Individual Presentations                     | 4        | 0        | 0       | 0           |           |
| EXAM 9A         | Prepare for Final                            | 1        | 0        | 0       | 0           |           |

|                   |                          |                 |                 |                |                    |            |
|-------------------|--------------------------|-----------------|-----------------|----------------|--------------------|------------|
| Total Session 9   |                          | 5               | 0               | 0              | 0                  |            |
| <b>Session 10</b> |                          |                 |                 |                |                    |            |
| <b>Type</b>       | <b>Topic/Description</b> | <b>LEC Time</b> | <b>LAB Time</b> | <b>HW Time</b> | <b>Point Value</b> | <b>Due</b> |
| LEC 10A           | Individual Presentations | 4               | 0               | 0              | 0                  |            |
| EXAM 10A          | Final Exam               | 1               | 0               | 0              | 100                |            |
| Total Session 10  |                          | 5               | 0               | 0              | 100                |            |

| <b>Session</b> | <b>Topic</b>   | <b>LEC Time</b> | <b>LAB Time</b> | <b>HW Time</b> |
|----------------|--|-----------------|-----------------|----------------|
| 1              | Introduction and Trait Approach to Leadership                | 5               | 0               | 29             |
| 2              | Skills and Behavioral Approach to Leadership                 | 5               | 0               | 7              |
| 3              | Situational Approach to Leadership<br>Path-Goal theory       | 5               | 0               | 17             |
| 4              | Leader-Member Exchange Theory<br>Transformational Leadership | 5               | 0               | 5              |
| 5              | Authentic Leadership<br>Servant Leadership                   | 5               | 0               | 19             |
| 6              | Adaptive Leadership<br>Psychodynamic Approach to Leadership  | 5               | 0               | 12             |
| 7              | Leadership Ethics<br>Team Leadership                         | 5               | 0               | 15             |
| 8              | Gender and leadership<br>Culture and Leadership              | 5               | 0               | 11             |
| 9              | Individual Presentations                                     | 5               | 0               | 0              |
| 10             | Individual Presentations & Final                             | 5               | 0               | 0              |
| Total          |  | 50              | 0               | 115            |





## Course Hours Summary

**Table/Point Breakdown**

| Session   | Assignment                      | Possible Points | Percent of Grade |
|-----------|---------------------------------|-----------------|------------------|
| 1,3,5,7,8 | Weekly Thesis Assignments 1-4   | 100             | 10%              |
| 1-8       | In-class Participation 1-8      | 160             | 16%              |
| 1-8       | Discussion Threads              | 200             | 20%              |
| 1-8       | Scenario Assessments 1-8        | 160             | 16%              |
| 1         | Individual Project              | 100             | 10%              |
| 1         | Individual Project Presentation | 80              | 8%               |
| 6         | Mid-Term Exam                   | 100             | 10%              |
| 10        | Final Exam                      | 100             | 10%              |
| Total     |                                 | 1000            | 100%             |

## Weekly Thesis Assignments

The primary purpose of the Weekly Thesis Assignments is to prepare each graduate student at Coleman University for the final Master's Thesis.

Each week, students will submit additional progress toward his or her chosen thesis topic. Progress toward the thesis will include a minimum of three (3) pages of new content toward the thesis and cite no fewer than three (3) scholarly sources.

Each weekly submission should include a highlighted section indicating the new content from the previous week. New content could either be completely new material, or revision to existing material based on feedback provided by your Thesis Mentor or Teaching Assistant.

At the end of Week 3, each student will provide an in-progress review submission to his or her Thesis Mentor via WebClass in the Thesis In Progress section. The Thesis Mentor will provide feedback regarding the framework and approach each student is taking and provide general guidance regarding completion. This in addition to the Weekly Thesis Assignment submission is graded by the course Teaching Assistant.

## Your Grades for this Course

Your final grade for this course will be based on an assessment by the Instructor of your performance on a number of course activities, which may include objective tests, classroom exercises, laboratory demonstrations, project papers, or other types of activities. The chart below indicates in what activities you will engage, how many possible points can be earned for each activity, and the percentage of your final grade that will be accounted for by each activity.

Students in this course should be graded following Coleman University assessment practices and policies. A point system is used in the University to indicate student performance on various required activities or projects. For this course, it is recommended that points be distributed as follows:

**Coleman University Grade Assignment Policy:**

| Percent     | Letter Grade | Grade Points |
|-------------|--------------|--------------|
| 94-100      | A            | 4            |
| 90-93       | A-           | 3.67         |
| 87-89       | B+           | 3.33         |
| 84-86       | B            | 3            |
| 80-83       | B-           | 2.67         |
| 77-79       | C+           | 2.33         |
| 74-76       | C            | 2            |
| 70-73       | C-           | 1.67         |
| 67-69       | D+           | 1.33         |
| 64-66       | D            | 1            |
| 60-63       | D-           | 0.67         |
| N/A         | INC          | 0            |
| N/A         | W            | 0            |
| 60 or above | CR           | 0            |
| 59 or below | NC           | 0            |
| N/A         | I            | 0            |
| N/A         | W            | 0            |
| N/A         | AU           | 0            |
| N/A         | TR           | 0            |
| N/A         | WV           | 0            |

| Legend         |                       |
|----------------|-----------------------|
| CR = Credit    | NC = No Credit        |
| I = Incomplete | W = Course Withdrawal |
| AU = Audit     | TR = Transfer Credit  |
| WV = Waiver    |                       |

**Academic Accommodation / Adjustment Policy:**

In accordance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA), Coleman University offers accommodations to students with documented physical, psychological, and/or cognitive disabilities. Coleman University will adhere to all applicable federal, state, and local laws, regulations, and guidelines with respect to providing reasonable accommodations as required to offer equal educational opportunities to qualified disabled individuals.

To qualify for an academic accommodation under ADA, the student must provide adequate documentation of a disability. Students seeking academic accommodations should contact the campus ADA Coordinator at 858-966-3953 or via email at [ada@coleman.edu](mailto:ada@coleman.edu). The ADA Coordinator will review the documentation provided and verify ADA coverage. Students covered under ADA must meet with the ADA Coordinator at the beginning of every term to determine the appropriate academic accommodations. Failing to meet with the ADA Coordinator at the beginning of every term may impact the availability of accommodations.

After the academic accommodations have been determined, the students' instructors will be notified by the ADA Coordinator. If any problems or concerns regarding the provision of accommodations occur, the student must inform the ADA Coordinator. If the student feels accommodation is not being made appropriately, the student may follow the published Student Grievance Procedures.