# Course Description

This course provides an overview of the study of leadership. The student will be introduced to the various processes and components of the field of leadership. Students will gain an understanding of the differences and similarities between leadership and management. Topics will include types of leadership, power, dyadic relations, teams, and change leadership.

# University Learning Outcomes (ULO)

* **ULO1:** Knowledge of Human Cultures and the Physical and Natural World
* **ULO2:** Intellectual and Practical Skills
* **ULO3:** Personal and Social Responsibility
* **ULO4:** Integrative and Applied Learning
* **ULO5:** Immersed in the Critical Concerns of the Sisters of Mercy of the Americas

# Program Learning Outcomes (PLO)

* **PLO1**: The ability to clearly and effectively prepare written business communications. (ULO 1, 2, 4)
* **PLO2**: Business students will apply knowledge and skills to make appropriate business decisions. (ULO 1, 2, 3, 4)
* **PLO3**: The student will be able to apply ethical and moral decision-making principles to business situations. (ULO 2, 3, 4)
* **PLO4**: The student will demonstrate decision-support tools required for business professionals. (ULO 2, 3, 4)
* **PLO5:** The student will demonstrate the ability to find, evaluate, and apply sources of information relevant to business issues and situations. (ULO 1, 2, 4)

# Course Learning Outcomes (CLO)

* **CLO1:** Identify the roles, styles, characteristics, and skills of leadership. (PLO1, PLO5)
* **CLO2:** Analyze the organizational influences that affect leadership. (PLO2, PLO4, PLO5)
* **CLO3:** Evaluate the various theories that support the study of leadership. (PLO5)
* **CLO4:** Differentiate between the nature of managerial work and the nature of leadership. (PLO3, PLO4)

# Student Expectations

Students are expected to:

* Ask probing and insightful questions related to course content.
* Make meaningful and relevant connections and application to their own learning process.
* Be productive and contributing members of class discussions.

# Required Course Materials

* Maxwell, J. C. (2006). *Developing the leader within you.* Nashville, TN: Thomas Nelson.

ISBN: 978-0785281122

* Johnson, S. (1998). *Who moved my cheese?* A*n amazing way to deal with change in your work and in your life*. New York, NY: Putnam.

ISBN: 978-0399144462

* Krames, J. A. (2014). *Lead with humility: 12 leadership lessons from Pope Francis*. New York, NY: AMACOM.

ISBN: 978-0814449110

# Recommended Course Materials

* Covey, S. R. (2004). *The 7 habits of highly effective people*. New York, NY: Free Press.

ISBN: 978-0743269513

* Any books or articles written by Peter Drucker.

* Hannum, K., Martineau, J. W., Reinelt, C., & Leviton. L. C. (2006). *The handbook of leadership development evaluation*. San Francisco, CA: Jossey-Bass.

ISBN: 978-0787982171

A comprehensive resource filled with examples, tools, and the most innovative models and approaches designed to evaluate leadership development

* Greenleaf, R. K. (2003). *A servant-leader within: A transformative path*. New York, NY: Paulist Press.

ISBN: 978-0809142194

An inspirational and practical book on developing servant leadership in a university

* Sandberg, S. (2013). *Lean in: women, work, and the will to lead*. New York, NY: Alfred A. Knopf.

ISBN: 978-0385349949.

Sheryl Sandberg examines why women’s progress in achieving leadership roles has stalled, explains the root causes, and offers compelling, commonsense solutions that can empower women to achieve their full potential

* Packard, S. (2015). *New rules of the game 10 strategies for women in the workplace*. New York, NY: Prentice Hall Press

ISBN: 978-0735205376

Business leader Susan Packard shows you how to cultivate *gamesmanship*. and you will learn the 10 rules.

# Suggested Point Values

|  |  |  |
| --- | --- | --- |
| **Assessment** | **Point Value** | **Due** |
| **Week 1** |  |  |
| Discussion: News and Views | 30 |  |
| Homework Leadership Exercise, Part 1 | 45 |  |
| Homework Leadership Exercise, Part 2 | 45 |  |
| **Week 2** |  |  |
| Discussion: News and Views | 30 |  |
| Discussion: Leadership in Organizational Change | 30 |  |
| Effective Delegation and Empowerment Reflection | 45 |  |
| Leadership Short Essays | 45 |  |
| Exam 1 | 100 |  |
| **Week 3** |  |  |
| Discussion: News and Views | 30 |  |
| Leadership in Organizational Change Reflection | 45 |  |
| Power and Attitude in Leadership Paper | 45 |  |
| Leadership Development Plan, Part 2 Outline | N/A |  |
| **Week 4** |  |  |
| Discussion: News and Views | 30 |  |
| Discussion: Leadership Videos | 30 |  |
| Leadership Lesson Paper | 45 |  |
| Exam 2 | 100 |  |
| **Week 5** |  |  |
| Discussion: News and Views | 30 |  |
| Discussion: Living on the Frontier | 30 |  |
| Why We Have Too Few Women Leaders Reflection | 45 |  |
| Leadership Development Plan Paper | 200 |  |
| **Total Points** | **1000** |  |

# Course Schedule

|  |  |  |
| --- | --- | --- |
| **Week** | **Start** | **End** |
| One | <insert start date> | <insert end date> |
| Two |  |  |
| Three |  |  |
| Four |  |  |
| Five |  |  |

# Weekly Learning Modules

|  |  |  |  |
| --- | --- | --- | --- |
| **Week One: Introduction to Leadership** | | | |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Identify the different levels of effective leadership. | | CL01, CL02 | |
| * 1. Contrast the roles and responsibilities of the manager and the leader. | | CL04 | |
| * 1. Apply time management and priority principles to your job, as well as your life. | | CLO1, CL03 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the following from *Developing the Leader Within You*:   * Ch. 1, “The Definition of Leadership: Influence” * Ch. 2, “The Key to Leadership: Priorities”   **Begin** reading *Who Moved My Cheese?,* as it will need to be completed in Week 2. | | 1.1, 1.2, 1.3 |  |
| **Videos**  **Watch** the following:   * [John Maxwell The 5 Levels of Leadership](https://youtu.be/aPwXeg8ThWI) (27:24) * [Darryl Cross - Time Management](https://youtu.be/VHM3U2Fg9HM) (7:39) * [Secrets of Effective Time Management](https://youtu.be/wy7Hxqgr-54) (9:26)   **Post** questions and comments about the content of the videos in the Week 1 General Q & A discussion forum on Blackboard. | | 1.1, 1.2, 1.3 | View three videos & post response =  **3 hours** |
| **Lecture Notes**  **Resource:** Week 1 Lecture Notes  **Review** the Week 1 lecture notes.  **Post** any questions, comments, or observations to share with the class in the Week One General Q & A discussion forum on Blackboard. | | 1.1, 1.2, 1.3 | Lecture activity =  **1 hour** |
| **Leadership Development Plan, Part 1: Paper Preparation**  **Resource:** Leadership Development Plan Guidelines  **Complete** the following exercises in *Developing the Leader Within*:   * Review and respond to the four areas on p. 18. * Review pp. 23–27 and complete the lists on pp. 26 & 27. * Use your answers from these exercises to start developing your leadership plan. | | All of the Learning Objectives in the course | Guided Project over five weeks = **5 hours in total for five- week course** |
| **Discussion: Student Introductions**  Take the time to introduce yourself, and tell us why you are taking the course and any other information you would like to share, such as hobbies, where you live, etc. by Thursday, 11:30 p.m. (Eastern time), and review your classmate’s responses. | | N/A |  |
| **Cyber Café**  This is a place to meet and talk and simply share ideas, experiences, or even recipes. If only we could also share a cup of coffee! I hope you enjoy this class! | |  |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Suggested Readings:**  **Read** *The 7 Habits of Highly Effective People* by Stephen Covey, and read any of the books or articles written by Peter Drucker. | | 1.1, 1.2, 1.3 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: News and Views**  Each week, you are required to post at least 1 current leadership article; current means it should be one published within the last 3 to 6 months. When posting articles, explain how the article ties to this course. Cite your source following APA formatting guidelines.  *Note*: Articles should be posted by Thursday, 11:30 p.m. (Eastern time) to give everyone the opportunity to read and comment.  In addition to posting articles, you are responsible to read them. Comments and discussion are a critical piece of this assignment. All responses must be posted by Sunday, 11:30 p.m. (Eastern time). | | 1.1, 1.2, 1.3 | Discussion: one post and replies to other posts =  **1 hour** |
| **Leadership Exercise, Part 1**  **Answer** the following questions located on p. 17 of Ch. 1 of *Developing the Leader Within You*:   * Leadership is? * The five levels of leadership are? * What level am I currently on with most people? * What level am I currently on with other influencers?   **Submit** your answers to Blackboard by 11:30 p.m. (Eastern time) on Sunday. | | 1.1 | Reflection paper and read instructor feedback =  **1 hour** |
| **Leadership Exercise, Part 2**  **Priority Principles**   * Review the eight priority principles on pp. 28–34 of Ch. 2. * Select the one that is closest to your situation. * Write a 1-page paper discussing what your chosen priority principle means to you.   **Submit** your paper to Blackboard by 11:30 p.m. (Eastern time) on Sunday. | | 1.2, 1.3 | Reflection paper and read instructor feedback =  **1 hour** |
| **Total** |  |  | **12** |

# Faculty Notes

**Exams Setup**

Exams 1 & 2 and their answer keys are located on the Faculty Resources page. For each of the exams, you will need to create 5 questions based on the articles the students posted in the previous week’s News and Views discussions. The purpose of these questions are to see if the students read all the articles. Attach the Exam 1 document with your added News and Views questions to the Exam 1 assignment located under the Week 2 Graded Assignments folder by noon on Monday of Week 2. Attach the Exam 2 document with your added News and Views questions to the Exam 2 assignment located under the Week 4 Graded Assignments folder by noon on Monday of Week 4.

**Guidance for Instructors Teaching This Course Face-to-Face**

**Lecture Notes**

Each week, there are lecture notes provided to students under Resources, Activities, and Preparation. Use this information to create your weekly in-class lectures or to create your own lectures, if you prefer. Hide these sections from the students.

**Weekly Discussions**

For the discussions in Blackboard, have these discussions in class instead of in the discussion forum in Blackboard. You can choose either to leave the questions in Blackboard for students to review before class to prepare for the discussion, or hide them from students and ask the discussion questions in class. If you choose to hide the discussion questions in Blackboard, post the following announcement at the beginning of class about the weekly News and Views discussion:

Each week, you are required to share at least 1 current leadership article in class; current means it should be one published within the last 3 to 6 months. During your sharing with the class, explain how the article ties to this course.

**Weekly Resources Videos**

You can choose to either leave these videos in Blackboard for students to watch outside of class, or you can hide the videos and show them during class and then discuss.

**Weekly Resources Articles**

You can choose to either leave the article links in Blackboard for students to read outside of class, or you can hide the articles and have students read in class and then discuss.

**Additional In-Class Activity**

Depending on the chapter or week, have students divide into teams to select a topic or lesson, and then have each team present to class their team’s summary and facilitate a Q&A session.

**Exams**

You can choose to administer the exam in class or have students complete the exam outside of class.

|  |  |  |  |
| --- | --- | --- | --- |
| Week Two: Characteristics of Effective Leadership | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Compare participative and servant leadership. | | CL01, CL03 | |
| * 1. Define what is meant by integrity. | | CL02 | |
| * 1. Explain why people resist change and how to overcome that resistance. | | CL02, CL04 | |
| * 1. Describe the steps in the problem-solving process. | | CL01, CL03 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the following from *Developing the Leader Within You*:   * Ch. 3, “The Most Important Ingredient of Leadership: Integrity” * Ch. 4, “The Ultimate Test of Leadership: Creating Positive Change” * Ch. 5, “The Quickest Way to Gain Leadership: Problem Solving”   **Finish** reading *Who Moved My Cheese?* | | 2.1, 2.2, 2.3, 2.4 |  |
| **Videos**  **Watch** the following:   * [Effective Delegation & Empowerment](https://youtu.be/M98w4EzEISw) (7:06) * [Characteristics of Effective Leaders](https://youtu.be/f71c2b_n2kY) (8:50) * [Leadership in Times of Crisis](https://youtu.be/WLX9pT12QIw) (8:46) * [Who moved my cheese? Full Movie](https://youtu.be/16hxCB1Dvd4) (15:59)   **Post** questions and comments about the content of the video in the Week 2 General Q & A discussion forum on Blackboard. | | 2.1, 2.2, 2.3, 2.4 | View three videos & post response =  **3 hours** |
| **Lecture Notes**  **Resource:** Week 2 Lecture Notes  **Review** the Week 2 lecture notes.  **Post** any questions, comments, or observations to share with the class in the Week Two General Q & A discussion forum on Blackboard. | | 2.1, 2.2, 2.3, 2.4 | Lecture activity =  **1 hour** |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the following:   * [Leader Effectiveness and Culture: The GLOBE Study](http://www.ccl.org/leadership/pdf/assessments/globestudy.pdf) * [5 Things the Most Respected Leaders Do Every Day](http://www.inc.com/marcel-schwantes/5-things-the-most-respected-leaders-do-every-day.html) | | 2.1, 2.2, 2.3, 2.4 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: News and Views**  Each week, you are required to post at least 1 current leadership article; current means it should be one published within the last 3 to 6 months. When posting articles, you need to explain how the article ties to the course. Cite your source following APA formatting guidelines.  *Note*: Articles should be posted by Thursday, 11:30 p.m. (Eastern time) to give everyone the opportunity to read and comment.  In addition to posting articles, you are responsible to read them. Comments and discussion are a critical piece of this assignment. All responses must be posted by Sunday, 11:30 p.m. (Eastern time). | | 2.1, 2.2, 2.3, 2.4 | Discussion: one post and replies to other posts = **1 hour** |
| **Discussion: Leadership in Organizational Change**  The most important ingredient of leadership is integrity. What does this mean to you?  The ultimate test of leadership is creating positive change. Provide an example from either your personal or professional life of an example of change, as well as how you managed it.  *Note*: Initial answers to the questions are due by Thursday, 11:30 p.m. (Eastern time).  **Respond** to otherstudents in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:30 p.m. (Eastern time) on Sunday. | | 2.2, 2.3 | Discussion: two posts and replies to other posts = **2 hours** |
| **Reflection: Effective Delegation and Empowerment**  **Watch** [Effective Delegation & Empowerment](https://youtu.be/M98w4EzEISw).  **Write** a 1-page paper that addresses the following:   * Compare the leadership in the video to participative leadership. * Reflect on delegation and empowerment.   **Submit** your paper to Blackboard by 11:30 p.m. (Eastern time) on Sunday. | | 2.1, 2.4 | Reflection paper and read instructor feedback =  **1 hour** |
| **Leadership Short Essays**  **Write** a short essay on each of the following topics:   * Discuss what integrity looks like for you. Include a list of your values. * Reflect on this week’s readings, and provide an example of change in your life where the lessons apply. * Share an example of a business or personal problem. How did you use the problem-solving process from this week’s readings to solve the problem?   **Submit** your essays to Blackboard by 11:30 p.m. (Eastern time) on Sunday. | | 2.2, 2.3 | Reflection paper and read instructor feedback =  **1 hour** |
| **Exam 1**  **Complete** the exam provided by your instructor.  *Note:* This exam represents 10% of your final grade for the course.  **Submit** your completed exam to Blackboard by 11:30 p.m. (Eastern time) on Sunday. | | 1.1, 1.2, 1.3 and 2.1, 2.2, 2.3, 2.4 | 2-hour test = **2 hour** |
| **Total** |  |  | **11** |
| Week Three: Leadership Relationships | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Evaluate the role of leadership in organizational change. | | CL02, CL03 | |
| * 1. Determine the function of power in leadership. | | CL02, CL03 | |
| * 1. Examine the leaders’ interaction with groups and teams. | | CL01, CL02 | |
| * 1. Examine strategic leadership and the interaction with the business environment. | | CL01, CL02 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the following from *Developing the Leader Within You*:   * Ch. 6, “The Extra Plus in Leadership: Attitude” * Ch. 7, “Developing Your Most Appreciable Asset: People” * Ch. 8, “The Indispensable Quality of leadership: Vision” | | 3,1, 3.2, 3.3, 3.4 |  |
| **Videos**  **Watch** the following:   * [Change Management Success: Seven Keys to Success for Change Leaders](https://youtu.be/mD6V-zDsObw) (5:47) * [Simon Sinek: How Great Leaders Inspire Action](http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html) (18:05)   **Post** questions and comments about the content of the video in the Week 3 General Q & A discussion forum on Blackboard. | | 3.1, 3.2, 3.3, 3.4 | View two videos & post response =  **2 hours** |
| **Lecture Notes**  **Resource:** Week 3 Lecture Notes  **Review** the Week 3 lecture notes.  **Post** any questions, comments, or observations to share with the class in the Week 3 General Q & A discussion forum on Blackboard. | | 3.1, 3.2, 3.3, 3.4 | Lecture activity =  **1 hour** |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Suggested Readings:**   * Hannum, K., Martineau, J. W., Reinelt, C., & Leviton. L. C. (2006). *The handbook of leadership development evaluation*. San Francisco, CA: Jossey-Bass.   A comprehensive resource filled with examples, tools, and the most innovative models and approaches designed to evaluate leadership development   * Greenleaf, R. K. (2003). *A servant-leader within: A transformative path*. New York, NY: Paulist Press.   An inspirational and practical book on developing servant leadership in a university | | 3.1, 3.2, 3.3, 3.4 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: News and Views**  Each week, you are required to post up at least 1 current leadership article; current means it should be one published within the last 3 to 5 months. When posting articles, you need to explain how the article ties to the course. Cite your source following APA formatting guidelines.  *Note*: Articles should be posted by Thursday, 11:30 p.m. (Eastern time) to give everyone the opportunity to read and comment.  In addition to posting articles, you are responsible to read them. Comments and discussion are a critical piece of this assignment. All responses must be posted by Sunday, 11:30 p.m. (Eastern time). | | 3.1, 3.2, 3.3, 3.4 | Discussion: one post and replies to other posts = **1 hour** |
| **Leadership in Organizational Change**  **Read** [7 Keys to Successful Implementation of Change Management Programs](http://www.hrinasia.com/hr-news/7-keys-to-successful-implementation-of-change-management-programs/), and reflect on last week’s readings and lectures on change.  **Write** a 1-page reflection on the role of leadership in organizational change.  **Submit** your reflection to Blackboard by 11:30 p.m. (Eastern time) on Sunday. | | 3.1, 3.2, 3.3 | Reflection paper and read instructor feedback =  **1 hour** |
| **Power and Attitude in Leadership**  **Watch** [Simon Sinek: How Great Leaders Inspire Action](http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action.html).  **Write** a 1-page paper on the function of power in leadership, as well as how attitude factors into that function.  **Submit** your paper to Blackboard by 11:30 p.m. (Eastern time) on Sunday. | | 3.2, 3.3, 3.4 | Reflection paper and read instructor feedback =  **1 hour** |
| **Leadership Development Plan, Part 2 Outline**  **Resource:** Leadership Development Plan Guidelines  **Create** an outline that includes your vision and a list of the categories you will include in your plan. Examples of categories you could include the following:   * Past leadership experiences * Leadership traits you possess * Personal and professional goals * Skills you need   Keep in mind that this plan is yours. It is your vision of where you want to go and how you are going to get there.  *Note*: This outline is an opportunity for you to be provided with feedback on your plan before the final plan is due in Week 5. This outline is for completion points only. Failure to submit timely will result in a loss of points for the final project.  **Submit** your outline to Blackboard by 11:30 p.m. (Eastern time) on Sunday. | | All of the Learning Objectives in the course | **Note:**  Total hours included in Week 1 |
| **Total** |  |  | **6** |

# 

|  |  |  |  |
| --- | --- | --- | --- |
| Week Four: Leadership Behaviors | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Examine strategic leadership and the interaction with the business environment. | | CL01, CL02 | |
| * 1. Describe specific examples of charismatic or transformational leadership. | | CL01 | |
| * 1. Discuss the ethical elements of leadership. | | CL01, CL02 | |
| * 1. Discuss the first six lessons from Pope Francis. | | CL01, CL02, CL03, CL04 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the following from *Lead With Humility*:   * “Prologue” * “INTRODUCTION: From Bergoglio to Francis” * Ch. 1, “Lead with Humility” * Ch. 2, “Smell Like Your Flock” * Ch. 3, “Who Am I to Judge?” * Ch. 4, “Don’t Change-Reinvent” * Ch. 5, “Make Inclusion a Top Priority” | | 4.1, 4.2. 4.3, 4.4 |  |
| **Videos**  **Watch** the following:   * [Itay Talgam: Lead like the great conductors](http://www.ted.com/talks/itay_talgam_lead_like_the_great_conductors) (20:44) * [John Wooden: The Difference Between Winning and Succeeding](http://www.ted.com/talks/john_wooden_on_the_difference_between_winning_and_success.html) (18:05) * [Ethical Leadership](https://youtu.be/B9K9pNxljjg) (11:41)   **Post** questions and comments about the content of the video in the Week Four General Q & A discussion forum on Blackboard. | | 4.1, 4.2. 4.3, 4.4 | View three videos & post response =  **3 hours** |
| **Lecture Notes**  **Resource:** Week 4 Lecture Notes  **Review** the Week 4 lecture notes.  **Post** any questions, comments, or observations to share with the class in the Week Four General Q & A discussion forum on Blackboard. | | 4.1, 4.2. 4.3, 4.4 | Lecture activity =  **1 hour** |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 1 of [*The Extraordinary Leader, Zenger & Folkman*](http://legacy.bluegrass.kctcs.edu/fileadmin/files_fa/Leadership_Academy/2008_class/The_Extraordinary_Leader_Chapter_One.pdf). | | 4.1, 4.2. 4.3, 4.4 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: News and Views**  Each week, you are required to post up at least 1 current leadership article; current means it should be one published within the last 3 to 6 months. When posting articles, you need to explain how the article ties to the course. Cite your source following APA formatting guidelines.  *Note*: Articles should be posted by Thursday, 11:30 p.m. (Eastern time) to give everyone the opportunity to read and comment.  In addition to posting articles, you are responsible to read them. Comments and discussion are a critical piece of this assignment. All responses must be posted by Sunday, 11:30 p.m. (Eastern time). | | 4.1, 4.2. 4.3, 4.4 | Discussion: one post and replies to other posts = **1 hour** |
| **Discussion: Leadership Videos**  After watching this week’s videos:   * Write a post in which you indicate which video is your favorite, and explain why. * Discuss what the video taught you about leadership.   *Note*: Initial answers to the questions are due by Thursday, 11:30 p.m. (Eastern time).  .  **Review** your classmates’ posts and respondto otherposts in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:30 p.m. (Eastern time) | | 4.1, 4.2. 4.3, 4.4 | Discussion: one post and replies to other posts = **1 hour** |
| **Leadership Lessons**  **Choose** one lesson from Lessons 1–6 of *Lead With Humility: 12 Leadership Lessons from Pope Francis*.  **Write** a 1-page paper discussing the following:   * Why you chose your selected lesson * What you learned from your chosen lesson: your takeaway * Any professional experience you have tied to the chosen lesson * How you plan to use the chosen lesson going forward   **Submit** your paper to Blackboard by 11:30 p.m. (Eastern time) on Sunday. | | 4.1, 4.2. 4.3, 4.4 | Reflection paper and read instructor feedback =  **1 hour** |
| **Exam 2**  **Complete** the exam provided by your instructor.  *Note:* This exam represents 10% of your final grade for the course.  **Submit** your completed exam to Blackboard by 11:30 p.m. (Eastern time) on Sunday. | | 3.1, 3.2, 3.3, 3.4 and 4.1, 4.2, 4.3, 4.4 | 2-hour test = **2 hours** |
| **Total** |  |  | **9** |

# 

|  |  |  |  |
| --- | --- | --- | --- |
| Week Five: Developing Leadership Skills | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Summarize the issues involving gender and leadership. | | CL02 | |
| * 1. Identify the characteristics of diversity and the impact of equal opportunity. | | CL02 | |
| * 1. Identify opportunities for personal leadership development. | | CL01 | |
| * 1. Discuss the last six lessons from Pope Francis | | CL01, CL02, CL03, CL04 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the following from *Lead With Humility*:   * Ch. 6, “Avoid Insularity” * Ch. 7, “Choose Pragmatism over Ideology” * Ch. 8, “Employ the Optics of Decision Making” * Ch. 9, “Run Your Organization Like a Field Hospital” * Ch. 10, “Live on the Frontier” * Ch. 11, “Confront Adversity Head-On” * Ch. 12, “Pay Attention to Noncustomers” | | 5.1, 5.2, 5.3, 5.4 |  |
| **Video**  **Watch** [Sheryl Sandberg: Why We Have Too Few Women Leaders](http://www.ted.com/talks/sheryl_sandberg_why_we_have_too_few_women_leaders.html) (14:58).  **Post** questions and comments about the content of the video in the Week 5 General Q & A discussion forum on Blackboard. | | 5.1, 5.2 | View the video & post response =  **1 hour** |
| **Lecture Notes**  **Resource:** Week 5 Lecture Notes  **Review** the Week 5 lecture notes.  **Post** any questions, comments, or observations to share with the class in the Week 5 General Q & A discussion forum on Blackboard. | | 5.1, 5.2, 5.3, 5.4 | Lecture activity =  **1 hour** |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Suggested Readings:**   * Sandberg, S. (2013). *Lean in: women, work, and the will to lead*. New York, NY: Alfred A. Knopf.   In her book, Sheryl Sandberg examines why women’s progress in achieving leadership roles has stalled, explains the root causes, and offers compelling, commonsense solutions that can empower women to achieve their full potential.   * Packard, S. (2015). *New rules of the game 10 strategies for women in the workplace*. New York, NY: Prentice Hall Press   Business leader Susan Packard shows you how to cultivate *gamesmanship*, and you will learn the 10 rules. | | 5.1, 5.2, 5.3, 5.4 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: News and Views**  Each week, you are required to post up at least 1 current leadership article; current means it should be one published within the last 3 to 6 months. When posting articles, you need to explain how the article ties to the course. Cite your source following APA formatting guidelines.  *Note:* Articles should be posted by Thursday, 11:30 p.m. (Eastern time) to give everyone the opportunity to read and comment.  In addition to posting articles, you are responsible to read them. Comments and discussion are a critical piece of this assignment. All responses must be posted by Sunday, 11:30 p.m. (Eastern time). | | 5.1, 5.2, 5.3, 5.4 | Discussion: one post and replies to other posts = **1 hour** |
| **Discussion: Living on the Frontier**  This week’s lessons talked about living on the frontier.   * Provide an example of how this concept relates to you. * Share your time living on the frontier. What happened, what did you learn, etc.?   *Note*: Initial answers to the questions are due by Thursday, 11:30 p.m. (Eastern time).  **Review** your classmates’ posts and respond to other posts in a manner that is thought provoking and appropriately challenges or elevates the discussion. All responses must be posted by 11:30pm (Eastern time) | | 5.1, 5.2, 5.3, 5.4 | Discussion: one post and replies to other posts = **1 hour** |
| **Reflection: Why We Have Too Few Women Leaders**  **Watch** [Sheryl Sandberg: Why We Have Too Few Women Leaders](http://www.ted.com/talks/sheryl_sandberg_why_we_have_too_few_women_leaders.html).  **Write** a 1-page paper discussing any of the concepts presented in the video (leaning in, C-level job, flextime, mentoring, to top out, pitching a deal, or sit at the table). Address the following in your discussion:   * What the concept(s) mean to you * How you are using the concept(s) * How you see yourself using the concept(s) in the future   **Submit** your paper to Blackboard by 11:30 p.m. (Eastern time) on Sunday. | | 5.1, 5.2 | Reflection paper and read instructor feedback =  **1 hour** |
| **Leadership Development Plan**  **Resource:** Leadership Development Plan Guidelines  Starting in Week 1 and throughout the 5 weeks of the course, you are responsible for the development of a leadership plan specific to your future. You will be creating goals, both personal and professional. Included in this plan should be any resources you plan to use to achieve these goals and a timeline that breaks down your goals over the next 1, 3, and 5 years.  **Submit** your plan to Blackboard by 11:30 p.m. (Eastern time) on Sunday. | | All of the Learning Objectives in the course | **Note:**  Total hours included in Week 1 |
| **Total** |  |  | **5** |

# 

# Breakdown of Academic Instructional Equivalencies

|  |  |
| --- | --- |
|  | **AIE Hours** |
| **Week 1** |  |
| Required | 7 |
| Leadership Development Plan – total hours for course work | 5 |
|  |  |
| **Week 2** |  |
| Required | 11 |
|  |  |
| **Week 3** |  |
| Required | 6 |
|  |  |
| **Week 4** |  |
| Required | 9 |
|  |  |
| **Week 5** |  |
| Required | 5 |
|  |  |
| **Total Required Hours** | 43 |
| **Total Hours** | 43 |