# Course Description

Drawn from behavioral and social services, this course examines leadership theories, research, and models. It includes a 360-degree inventory of leadership behaviors and relationships, an assessment of emotional intelligence, and the continuation of the individual development plan. The role of the leader is studied with emphasis on the leader’s role in communication, team formation, and team dynamics.

# 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**: Students will effectively research and communicate in writing (in APA format) ideas and arguments associated with business leadership and management issues. (ULO 1, 3, 4)
* **PLO2**: Students will apply knowledge and skills to develop a comprehensive business plan which demonstrates competency in the following areas: management, operations, finance, and marketing. (ULO 2, 4)
* **PLO3**: Apply critical thinking to real life work problems through the application of theoretical and experiential knowledge. (ULO 1, 2, 4)
* **PLO4**: Students will identify issues and strategies related to ethics and corporate social responsibility and its implications for business. (ULO 2, 3, 4)

# Course Learning Outcomes (CLO)

* **CLO1:** Analyze the qualities of a leader, leadership models, and concepts.
* **CLO2:** Explain spiritual leadership and its relationship to personal values, mission, goals, objectives, and ethics.
* **CLO3:** Evaluate the scope of appropriate responsibility and responsible obedience for leaders and followers.
* **CLO4:** Analyze and critique personal leadership principles and leadership style.
* **CLO5:** Develop directions for developing others and personal growth.
* **CLO6:** Analyze organizational culture, its importance, its relationship to performance, and leadership.

# Student Expectations

Students are expected to do the following:

* 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

Manning, G., Curtis, K. (2015). *The art of leadership* (5th ed,). New York, NY: McGraw-Hill Education.

ISBN: 9780077862459

# Suggested Point Values

|  |  |  |
| --- | --- | --- |
| **Assessment** | **Point Value** | **Due** |
| **Week 1** |  |  |
| Discussion: Student Introductions | 10 |  |
| Discussion: Leadership Book Review Selection | 50 |  |
| Journal: Personalizing Leadership Exercise and Reflection | 10 |  |
| Article Review 1: Business Press Sources | 50 |  |
| Journal: Week 1 Leadership Exercise and Reflection | 10 |  |
| **Week 2** |  |  |
| Discussion: Leadership and Spirituality | 50 |  |
| Core Values Essay | 100 |  |
| Navigation Aids-: People and Experiences That Shape Values | 50 |  |
| Journal: Week 2 Leadership Exercise and Reflection | 10 |  |
| **Week 3** |  |  |
| Group Discussion: Lost at Sea, Part 1 | 50 |  |
| Article Review 2: Scholarly Sources | 50 |  |
| Journal: Week 3 Leadership Exercise and Reflection | 10 |  |
| **Week 4** |  |  |
| Discussion: Lost at Sea, Part 2 | 25 |  |
| Lost at Sea Evaluations | 25 |  |
| Journal: Week 4 Leadership Exercise and Reflection | 10 |  |
| **Week 5** |  |  |
| Discussion: Social Tolerance | 50 |  |
| Case Study: The Cloak of Omnipotence: A Parable | 100 |  |
| Journal: Week 5 Leadership Exercise and Reflection | 10 |  |
| **Week 6** |  |  |
| Discussion: Marc’s Farewell | 50 |  |
| Peer Review: Leadership Book Review Draft Paper and Presentation | 50 |  |
| Journal: Week 6 Leadership Exercise and Reflection | 10 |  |
| **Week 7** |  |  |
| Journal: Week 7 Leadership Exercise and Reflection | 10 |  |
| Discussion: Leadership Self Evaluation and Reflection | 10 |  |
| Leadership Book Review Paper | 100 |  |
| Leadership Book Review Presentation | 100 |  |
| **Total Points** | **1000** |  |

# Course Schedule

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

# Weekly Learning Modules

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| **Week One: Leadership Quality and Organizational Climate** | | | |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Identify distinguishing qualities of leaders and characteristics of followers relevant to leadership. | | CLO1, CLO4 | |
| * 1. Analyze situational influences on the leadership process. | | CLO1, CLO4 | |
| * 1. Evaluate the importance of organizational climate. | | CLO1, CLO6 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Weekly Participation and Discussion**  The purpose of the weekly discussions is to provide you with a way to synthesize the concepts presented in this course. Each week, you will respond to the discussion questions with a substantive post of 200 to 250 words that addresses all the prompts for the question by 11:59 p.m. EST of the listed due date. By the conclusion of each week, Sunday at 11:59 p.m. EST, you will make at least 1 substantive comment of 100 to 150 words to 3 of your classmates’ posts for each assigned discussion question. Your comments must further the discussion by following the RISE model for meaningful feedback. It is recommended that you check in periodically throughout the week to ensure that you are meeting the participation requirement.  **Review** the [RISE Model for Peer Feedback](http://elwray.squarespace.com/feedback). | | N/A |  |
| **Readings**  **Read** the following:   * Ch. 1–5 of *The Art of Leadership* * [Is Leadership in the Eye of the Beholder? A Study of Intended and Perceived Leadership Practices and Organizational Performance](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=110547661&site=ehost-live) | | 1.1, 1.2, 1.3 |  |
| **Video**  **Watch** [Roselinde Torres: What It Takes to Be A Great Leader](https://www.ted.com/talks/roselinde_torres_what_it_takes_to_be_a_great_leader) (9:19).  **Review** Roselinde Torres’ Boston Consulting Group [profile](https://www.bcg.com/people/experts/roselinde-torres.aspx) to learn more about her and the questions she is exploring around leadership.  **Post** your comments or questions in the Week 1 General Q & A discussion forum. | | 1.1 | Video = 1 hour |
| **Website Review**  **Review** [The 100 best leadership and success books to read in your lifetime, according to Amazon](http://www.businessinsider.com/amazons-top-100-leadership-and-success-books-2016-2).  **Post** your comments or questions in the Week 1 General Q & A discussion forum. | | 1.1, 1.2, 1.3 | Website Review = 1 hour |
| **PowerPoint Presentation with audio narration tutorials**  You will need to submit an audio-narrated leadership book review presentation draft and final in Weeks 6 & 7. Here are some tutorials so you can familiarize yourself with this functionality in PowerPoint and practice:   * [Add or delete audio in your PowerPoint presentation](https://support.office.com/en-us/article/Add-or-delete-audio-in-your-PowerPoint-presentation-c3b2a9fd-2547-41d9-9182-3dfaa58f1316?ui=en-US&rs=en-US&ad=US#OfficeVersion=2013,_2016) * [Record a slide show with narration and slide timings](https://support.office.com/en-us/article/Record-a-slide-show-with-narration-and-slide-timings-0b9502c6-5f6c-40ae-b1e7-e47d8741161c#OfficeVersion=2013,_2016) | | N/A |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course, and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. | | Course | Live Discussion: lecture and discussion = **1 hour** |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Student Introductions**  **Introduce** yourself by writing a paragraph about yourself including your current employer, educational background, and any personal facts you would like to share with the class such as family, pets, hobbies, or military service in the Student discussion forum by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students with something you have in common. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | N/A | Discussion: one post and replies to three other posts = **1 hour** |
| **Discussion: Leadership Book Review Selection**  **Review** [The 100 best leadership and success books to read in your lifetime, according to Amazon](http://www.businessinsider.com/amazons-top-100-leadership-and-success-books-2016-2).  **Select** a leadership book for the leadership book review assignment. Selection is based on a first-come-first-served basis. If you want to select a book that is not on this list, please contact your instructor for approval.  **Post** your selected book by Sunday. | | 1.1, 1.2, 1.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Journal: Personalizing Leadership Exercise and Reflection**  **Complete** exercise 1-1 on p. 7 in Ch. 1 of *The Art of Leadership.*  **Post** what you learned about your leadership style from completing your chosen exercise, and attach a copy or picture of your completed exercise by Sunday. | | 1.1 | Journal Reflection = 1 hour |
| **Article Review 1: Business Press Sources**  **Resources:**   * [Citation Machine TM](http://www.citationmachine.net/) * [Purdue OWL: APA Formatting and Style Guide](https://owl.english.purdue.edu/owl/resource/560/01/) * [Find Newspapers](http://gmercyu.libguides.com/c.php?g=315430&p=2107119) in the Keiss Library   **Select** a current-event article relating to situational influences on the leadership process published within the last 4 weeks from one of the following publications:   * *The New York Times* * http://www.bloomberg.com/businessweek * *The Wall Street Journal* * *The Economist* * *Forbes* * *Fortune* * *Barron’s* * *Investor’s Business Daily* * *The Harvard Business Review*   **Write** a summary of your chosen article that includes the following:   * A link to the article * 4 bullet points summarizing the article * 1 to 2 paragraphs discussing the connection between your chosen article and leadership: Your insights should show the connection between this week’s readings and the business topic or topics discussed in your article. * Why you selected this article and why you think it would be useful to share with the class   **Include** a title page and reference page, and **format** your assignment according to APA guidelines.  **Submit** your article review by Sunday. | | 1.2 | Article Review and Research = 2 hours |
| **Journal: Week 1 Leadership Exercise and Reflection**  **Review** the following exercises in Ch. 2–5 of *The Art of Leadership*: 2-1, 2-2, 3-1, 3-2, 3-3, 3-4, 4-1, 4-2, & 5-1.  **Choose** 1 exercise and complete it.  **Post** what you learned about your leadership style from completing your chosen exercise, and attach a copy or picture of your completed exercise by Sunday. | | 1.1 | Journal Reflection = 1 hour |
| **Total** |  |  | **8 hours** |

# Faculty Notes

**Course Setup**

**Groups:** Throughout this course, students will work in groups to complete the lost at sea assignments and provide each other with feedback on the leadership book review and paper. Create groups of 3 to 4 students using the learning team shells provided. Delete any learning team shells you do not use. Post an instructor announcement with group assignments by the end of week 1.

**Leadership Book Review Selection Assignment:** Please feel free to share your favorite leadership books with your class.

**Adobe Connect:** Students should post any questions or comments they have to the Announcement forum. The instructor can then utilize those questions that come up in the first part of the week to tailor the live Adobe Connect class session that would be scheduled toward the later part of the week. That 1-hour synchronous session will allow students the opportunity to go over any questions they had with the homework and clarify any misconceptions they have about the course content. All Adobe Connect sessions should be recorded and a link to the recording be posted to the course page so any student who misses the session can review it later in the week.

*Note:* It is the instructor’s choice as to what day they will schedule the Adobe Connect Live Session, but it is recommended that they schedule this session for Wednesday of the week so students have plenty of time to review their homework prior to the deadline on Sunday.

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| Week Two: Spiritual and Ethical Leadership | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Recognize how the character of the leader influences the behavior of followers and the importance of ethics. | | CLO2, CLO3 | |
| * 1. Integrate the ethical climates of organizations—profit maximizing, trusteeship, and quality of life management. | | CLO2, CLO3 | |
| * 1. Discuss spiritual leadership and the importance of workplace spirituality. | | CLO2, CLO3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** the following:   * Ch. 6 & 7 of *The Art of Leadership* * [Spirituality and Strategic Leadership: The Influence of Spiritual Beliefs on Strategic Decision Making](http://libproxy.gmercyu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=73521727&site=ehost-live) | | 2.1, 2.2, 2.3 |  |
| **Video**  **Watch** [Leadership, Religion, & Spirituality](http://iispiritualleadership.com/leadership-religion-spirituality/).  **Post** your comments or questions in the Week 2 General Q & A discussion forum. | | 2.3 | Video = 1 hour |
| **Website Review**  **Review** [Maximizing the Triple Bottom Line Through Spiritual Leadership.](http://www.sup.org/books/title/?id=21041)  **Post** your comments or questions in the Week 2 General Q & A discussion forum. | | 2.3 | Website Review = 1 hour |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Leadership and Spirituality**  **Watch** [Leadership, Religion, & Spirituality](http://iispiritualleadership.com/leadership-religion-spirituality/), and **review** the website.  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * What is your opinion of the video? How do you feel about spirituality in the workplace? Share an example from your experience.   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 2.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Core Values Essay**  **Write** a 2- to 3-page essay addressing one of the following questions:   * What core values would you like to see exhibited in the ideal work environment? * Which of the six stages of moral development do you fit into at this point in your life? * Discuss Mark Twain's aphorism, "Always do what is right. It will gratify most of the people and astound the rest," as it relates to leadership. * Have you ever known a leader with integrity? Describe his or her principles and practices.   **Format** your paper according to APA guidelines. | | 2.1, 2.2 | Research = 2 hour |
| **Navigation Aids: People and Experiences That Shape Values**  A mind map is a nonlinear way of organizing information, as opposed to a linear outline.  **Review** [How to Make a Good Mind Map](https://kctuition.wordpress.com/tag/mind-maps/).  **Create** a mind map using [bubbl.us](https://bubbl.us/). Consider the people and experiences that have helped shape your values in each of the following areas:   * Family * Social class * Education * Media (books, newspapers, magazines, radio, film, and television) * Music * Religion * Institutions   **Save** your mind map as a JPG image.  **Submit** your mind map by Sunday. | | 2.1, 2.2 | Reflection = 1 hour |
| **Journal: Week 2 Leadership Exercise and Reflection**  **Review** the following exercises in Ch. 6 & 7 of *The Art of Leadership*: 6-1, 7-1, 7-2, 7-3, & 7-4.  **Choose** 1 exercise and complete it.  **Post** what you learned about your leadership style from completing your chosen exercise, and attach a copy or picture of your completed exercise by Sunday. | | 2.1 | Journal Reflection = 1 hour |
| **Total** |  |  | **7 hours** |

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| Week Three: Leading by Empowering Others | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Identify the nature of servant leadership and participative leadership. | | CLO3, CLO5 | |
| * 1. Integrate practical tips for developing a high-performance workplace. | | CLO3, CLO5 | |
| * 1. Analyze formal authority and the use of power. | | CLO3, CLO5 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 8 & 9 of *The Art of Leadership.* | | 3.1, 3.2, 3.3 |  |
| **Video**  **Watch** [Steve Jobs' 2005 Stanford Commencement Address](https://youtu.be/UF8uR6Z6KLc) (15:04).  **Post** your comments or questions in the Week 3 General Q & A discussion forum. | | 3.2 | Video = 1 hour |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Group Discussion: Lost at Sea, Part 1**  This exercise shows the value of group participation in problem solving and decision making. The first task is to solve a problem as an individual; the second is to use the method of group consensus to solve the same problem. Individual results will be compared with group performance.  **Review** the Lost at Sea directions.  **Post** your completed individual worksheet, and **select** a group leader by 11:59 p.m. (Eastern time) on Thursday.  **Complete** the worksheet as a group, and **post** your completed worksheet by 11:59 p.m. (Eastern time) on Sunday.  *Note*: Your instructor will post the answers to the worksheet on Monday of Week 4. The group leader will need to post the scores by Wednesday of Week 4. | | 3.1, 3.2 | Group Project = 1 hour |
| **Article Review 2: Scholarly Sources**  **Resources:**   * [Citation Machine TM](http://www.citationmachine.net/) * [Purdue OWL: APA Formatting and Style Guide](https://owl.english.purdue.edu/owl/resource/560/01/) * [Keiss Library Business Libguide](http://gmercyu.libguides.com/business)   **Select** a scholarly, peer-reviewed article relating to developing a high-performance workplace published within the last 5 years.  **Write** a summary of your chosen article that includes the following:   * A link to the article * 4 bullet points summarizing the article * 1 to 2 paragraphs discussing the connection between your chosen article and leadership: Your insights should show the connection between this week’s readings and the business topic or topics discussed in your article. * Why you selected this article and why you think it would be useful to share with the class   **Include** a title page and reference page, and **format** your assignment according to APA guidelines.  **Submit** your article review by Sunday. | | 3.2 | Article Review and Research = 2 hours |
| **Journal: Week 3 Leadership Exercise and Reflection**  **Complete** exercise 8-1 on p. 169 in Ch. 8 of *The Art of Leadership*.  **Post** what you learned about your leadership style from completing your chosen exercise, and attach a copy or picture of your completed exercise by Sunday. | | 3.1, 3.2, 3.3 | Journal Reflection = 1 hour |
| **Total** |  |  | **5 hours** |

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| Week Four: Team Concept | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Discuss universal principles of effective leadership. | | CLO1, CLO4, CLO6 | |
| * 1. Describe human relations in the characteristics of a high-performance group. | | CLO1, CLO4, CLO6 | |
| * 1. Explain positive versus negative group member roles, as well as team-building skills and strategies. | | CLO1, CLO4, CLO6 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 10 & 11 of *The Art of Leadership.* | | 4.1, 4.2, 4.3 |  |
| **Video**  **Watch** [Seth Godin: The tribes we lead](https://www.ted.com/talks/seth_godin_on_the_tribes_we_lead) (17:29).  **Post** your comments or questions in the Week 4 General Q & A discussion forum. | | 4.2 | Video = 1 hour |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Lost at Sea, Part 2**  **Review** the scores your group leader posted in your Week 3 Lost at Sea, Part 1 group discussion.  **Post** a clear and logical response to the following, providing specific examples to support your answers:   * Which was better—the group consensus solution, or the average individual solution? Which was better—the group consensus solution, or the best individual solution? The group consensus solution will usually surpass both the average individual solution and the best individual solution. * Do you think the group would have done better if the participants had more knowledge about sea lore? As a rule, the more individual participants know about the problem, the more likely it is that group consensus solutions will be superior to individual solutions. * Which solution would the group be more willing to implement—the best individual solution, or the group consensus solution? How important is follow-through in the problem-solving process? * Were members of the group open to expressing opinions? Was respect shown when others spoke? * Did participants play helpful or harmful group membership roles? Discuss. * Could problems in your work setting be solved through group consensus? Would this improve the quality of work and the quality of work life?   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 3.3, 4.1, 4.2, 4.3 | Discussion: one post and replies to three other posts = 2 **hour** |
| **Lost at Sea Evaluations**  **Resources**: Group Leader Evaluation, Group Member Evaluation, Group Evaluation  **Complete** the evaluations.  **Submit** your evaluations by Sunday. | | 3.3, 4.3 | Group Project = 1 hour |
| **Journal: Week 4 Leadership Exercise and Reflection**  **Review** the following exercises in Ch. 10 & 11 of *The Art of Leadership*: 10-1, 10-2, 10-3, 11-1, 11-2, 11-3, 11-4, & 11-5.  **Choose** 1 exercise and complete it.  **Post** what you learned about your leadership style from completing your chosen exercise, and attach a copy or picture of your completed exercise by Sunday. | | 4.1, 4.2, 4.3 | Journal Reflection = 1 hour |
| **Total** |  |  | **5 hours** |

# Faculty Notes

**Lost at Sea Evaluations**

Review the submitted evaluations. Remove any identifying information about who completed the evaluations, and provide each student with their evaluations for review and reflection.

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| Week Five: The Diversity Challenge | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Articulate the personal and social nature of personality. | | CLO3, CLO4, CLO5 | |
| * 1. Discuss the importance of self-concept. | | CLO1, CLO3, CLO4 | |
| * 1. Explain the relationship between employee needs and work performance. | | CLO1, CLO3, CLO4 | |
| * 1. Integrate the concept of emotional intelligence as it applies to leadership effectiveness. | | CLO1, CLO3, CLO4 | |
| * 1. Describe diversity in the workplace and the importance of social tolerance. | | CLO1, CLO3, CLO4, CLO6 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 12 & 13 of *The Art of Leadership.* | | 5.1, 5.2, 5.3, 5.4, 5.5 |  |
| **Video**  **Watch** [Fields Wicker-Miurin: Learning from leadership’s missing manual](https://www.ted.com/talks/fields_wicker_miurin_learning_from_leadership_s_missing_manual)(16:35).  **Post** your comments or questions in the Week 5 General Q & A discussion forum. | | 5.2 | Video = 1 hour |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Social Tolerance**  **Post** a clear and logical response in 150 to 200 words to 2 of the below questions, providing specific examples to support your answers:   * As it applies to you, describe how it feels to be a minority member in a majority group, stereotyped a certain way, the focus of negative prejudice, or a victim of discrimination. What are people’s attitudes about your race, ethnic roots, religion, and gender? What are your feelings about these social attitudes? * Discuss true-life examples of chauvinism, stereotyping, double standards, derogatory jokes, and self-fulfilling prophecies. What action can an individual take to reduce negative prejudice and prevent harmful discrimination? * Describe a time in your life when you were first exposed to different types of people. * Describe your attitudes regarding male and female social roles. * Use small group discussion to consider the meaning of the saying, “boys will be boys,” and the meaning of the phrase, “women’s liberation.” Discuss areas of agreement and points of difference. * Discuss the pros and cons in the trend for more women to enter employment and rise to leadership positions.   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 5.2, 5.5 | Discussion: one post and replies to three other posts = **1 hour** |
| **Case Study: The Cloak of Omnipotence: A Parable**  **Listen** or read The Cloak of Omnipotence: A Parable:   * Cloak Pt1: Introduction * Cloak Pt2: First Job: Junior Leadership Trainee * Cloak Pt3: Leadership is a Heavy Responsibility * Cloak Pt4: Lionel's Lesson: Open Honest Communication * Cloak Pt5: Conclusion: Power In Not Power Over   **Write** a maximum 5-page essay addressing the following:   * The Cloak of Omnipotence in the context of leadership, psychological size, and two-way communication * The concept of power-in versus power-over as you have witnessed or experienced these in an organizational setting * The concept of participative leadership as it relates to employee morale and work performance   **Submit** your essay by Sunday. | | 5.1, 5.2, 5.3, 5.4 | Case Study = 3 hours |
| **Journal: Week 5 Leadership Exercise and Reflection**  **Review** the following exercises in Ch. 12 & 13 of *The Art of Leadership*: 12-1, 12-2, 12-3, 12-4, & 13-1.  **Choose** 1 exercise and complete it.  **Post** what you learned about your leadership style from completing your chosen exercise, and attach a copy or picture of your completed exercise by Sunday. | | 5.1, 5.2, 5.3, 5.4 | Journal Reflection = 1 hour |
| **Total** |  |  | **6 hours** |

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| Week Six: Developing People | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Integrate rules for effective delegation. | | CLO1, CLO3, CLO5 | |
| * 1. Describe the leadership needs of different personalities. | | CLO1, CLO3, CLO5 | |
| * 1. Identify principles, methods, and techniques for developing others. | | CLO1, CLO3, CLO5 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 14–17 of *The Art of Leadership.* | | 6.1, 6.2, 6.3 |  |
| **Video**  **Watch** [The Money Store - Marc's Farewell 1999](https://youtu.be/J4GoWjxTBVM?list=PL4126D4387617F5BD) (16:01).  **Post** your comments or questions in the Week 6 General Q & A discussion forum. | |  | Video = 1 hour |
| **PowerPoint Presentation with audio narration tutorials**  You will need to submit an audio-narrated leadership book review presentation draft and final in Weeks 6 & 7. Here are some tutorials so you can familiarize yourself with this functionality in PowerPoint and practice:   * [Add or delete audio in your PowerPoint presentation](https://support.office.com/en-us/article/Add-or-delete-audio-in-your-PowerPoint-presentation-c3b2a9fd-2547-41d9-9182-3dfaa58f1316?ui=en-US&rs=en-US&ad=US#OfficeVersion=2013,_2016) * [Record a slide show with narration and slide timings](https://support.office.com/en-us/article/Record-a-slide-show-with-narration-and-slide-timings-0b9502c6-5f6c-40ae-b1e7-e47d8741161c#OfficeVersion=2013,_2016) | | N/A |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Discussion: Marc’s Farewell**  **Watch** [The Money Store - Marc's Farewell 1999](https://youtu.be/J4GoWjxTBVM?list=PL4126D4387617F5BD) (16:01). After his retirement as CEO of The Money Store, Marc went on to produce the film *Little Miss Sunshine*, which was nominated for the Oscar for Best Motion Picture in 2007.    **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * Describe Marc’s personality. What did Marc learn about the types of personalities he needed in The Money Store? What can you infer about Marc’s role as leader, coach, and developer of people?   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | 6.2, 6.3 | Discussion: one post and replies to three other posts = **1 hour** |
| **Peer Review: Leadership Book Review Draft Paper and Presentation**  **Post** your draft paper and presentation to your peer feedback group by 11:59 p.m. (Eastern time) on Thursday.  **Review** your group member’s posts and provide feedback by 11:59 p.m. (Eastern time) on Sunday. | | 6.1 | Group Collaboration = 1 hour |
| **Journal: Week 6 Leadership Exercise and Reflection**  **Review** the following exercises in Ch. 14–17 of *The Art of Leadership*: 14-1, 14-2, 14-3, 15-1, 15-2, 15-3, 16-1, 17-1, 17-2, & 17-3.  **Choose** 1 exercise and complete it.  **Post** what you learned about your leadership style from completing your chosen exercise, and attach a copy or picture of your completed exercise by Sunday. | | 6.1, 6.2, 6.3 | Journal Reflection = 1 hour |
| **Total** |  |  | **4 hours** |

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| Week Seven: Performance Management | |  |  |
| ***Learning Objectives*** | | ***Alignment*** | |
| * 1. Explain the importance of performance management. | |  | |
| * 1. Analyze how to improve organizational performance and the principles of effective discipline. | |  | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 18–20 of *The Art of Leadership.* | | 7.1, 7.2 |  |
| **Videos**  **Watch** the following:   * [Martin Reeves: How to build a business that lasts 100 years](https://www.ted.com/talks/martin_reeves_how_to_build_a_business_that_lasts_100_years) (14:54) * [Simon Sinek: How great leaders inspire](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action) action (18:04)   **Post** your comments or questions in the Week 7 General Q & A discussion forum. | | 7.2 | Video = 1 hour |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | | ***Alignment*** | ***AIE*** |
| **Journal: Week 7 Leadership Exercise and Reflection**  **Review** the following exercises in Ch. 18–20 of *The Art of Leadership*: 18-1, 18-2, 18-3, 18-4, 19-1, 19-2, & 20-1.  **Choose** 1 exercise and complete it.  **Post** what you learned about your leadership style from completing your chosen exercise, and attach a copy or picture of your completed exercise by Thursday. | | 7.1, 7.2 | Journal Reflection = 1 hour |
| **Discussion: Leadership Self Evaluation and Reflection**  **Review** the leadership exercises you completed throughout the course.  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * Summarize what you learned about your leadership style from completing the exercises you chose. Include a list of the exercises and their page numbers in your summary.   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | | Course | Discussion: one post and replies to three other posts = **2 hour** |
| **Leadership Book Review Paper**  **Resource:** [Leadership Book List](http://www.businessinsider.com/amazons-top-100-leadership-and-success-books-2016-2)  **Select** a leadership book from the list provided.  **Write** a 1,000- to 1500-word paper discussing the following:   * Briefly summarize the main ideas of the book. * Give your opinion of how well the author presented the message or theme in an engaging way. * Explain the theme with short examples of how the author presented them. * Discuss ideas the book made you think about. * Make a recommendation with specific examples of why you do or do not like the book. * Describe the intended audience.   **Format** your paper according to APA guidelines  **Submit** your paper by Thursday. | | Course | Guided project 1 hour per week = 5 hours |
| **Leadership Book Review Presentation**  **Create** an 8- to 12-slide audio-narrated presentation of your book review using PowerPoint or another application approved by your instructor.  **Include** graphic elements to make the presentation visually engaging such as pictures, graphs, infographics, callout quotes, or illustrations.  **Include** a reference slide.  **Submit** your presentation by Thursday | | Course | Guided project 1 hour per week = 5 hours |
| **Total** |  |  | **14 hours** |

# Breakdown of Academic Instructional Equivalencies

|  |  |
| --- | --- |
|  | **AIE Hours** |
| **Week 1** |  |
| Required | 8 |
| Supplemental | 1 |
| **Week 2** |  |
| Required | 7 |
| Supplemental |  |
| **Week 3** |  |
| Required | 5 |
| Supplemental |  |
| **Week 4** |  |
| Required | 5 |
| Supplemental |  |
| **Week 5** |  |
| Required | 6 |
| Supplemental |  |
| **Week 6** |  |
| Required | 4 |
| Supplemental |  |
| **Week 7** |  |
| Required | 14 |
| Supplemental |  |
|  |  |
| **Total Required Hours** | 49 |
| **Total Supplemental Hours** | 1 |
| **Total Hours** | 50 |