

California Lutheran University

Bachelor's Degree for Professionals

Course Title and Number: BUS446 – Theory and Practice of Leadership
Term, Year: Winter 2016, November 23, 2015 – February 18, 2016
Campus and Classroom: Online
Online Class Sessions: Mondays, 6:00 p.m. – 7:30 p.m.

Drop Dates: Monday, December 7, 2015
Last day to drop without a “W”
Last day to drop without financial penalty (100% tuition charge for classes dropped after this date)

Tuesday, January 19, 2016
Last day to drop without academic penalty

Instructor: John B. Crenshaw
Office Hours: By appointment
Contact Information: Email crenshaw@callutheran.edu
Phone 805.558.9085

Course Description

Theory & Practice of Leadership examines leadership from theoretical, historical, and practical perspectives. The course overview assesses the interaction of personal and organizational factors in determining leadership effectiveness. Specific leadership theory topics include: Traits, Skills, Style, Situational, Path/Goal, LMX, Transformational, Authentic, Psychodynamic, and Team. Along with various theories, other timely and salient issues regarding leadership such as influence, management vs. leadership, leadership and followership, the glass ceiling, multicultural, and ethics will be integrated into course discussions.

Textbook

Northouse, P. 2015. Leadership Theory and Practice: 7th Edition; Sage Publications, Thousand Oaks, CA (ISBN: 9781483317533).

Course Outcomes

More information on CLU's institution-wide student learning outcomes as well as program learning outcomes may be found at:

http://www.callutheran.edu/assessment/student_learning_outcomes/syllabi.php.

At the end of this course, students will be able to:

1. Analyze and thoughtfully critique the various leadership theories presented.
2. Identify key behaviors and styles used by successful leaders in a variety of situations.
3. Gain a clear understanding of your own leadership strengths and growth areas and develop an action plan for your own continuing leadership development.

These educational objectives address the following California Lutheran University Student Outcomes:

<i>Student Learning Outcomes</i>	<i>Assessment</i>
<p><i>Professional Preparation</i> -----</p> <p><i>a. Field Specific Knowledge and Experience</i> <i>b. Ethical and Professional Judgment</i> <i>c. Interpersonal and Teamwork Skills</i></p>	<p><i>Final Exam</i> <i>Threaded Exercises & Discussions</i> <i>Case Analysis</i></p>
<p><i>Liberal Learning</i></p>	
<p><i>a. Written Communication Skills</i> <i>b. Oral Communication Skills</i> <i>c. Information Literacy</i> <i>d. Understanding of Cultural and Global Diversity</i></p>	<p><i>Case Analysis</i> <i>Threaded Discussions</i> <i>Final Exam</i></p>
<p><i>Character and Leadership Development</i></p>	<p><i>Participation, Individual Development & Course Participation</i></p>
<p><i>a. Appreciation of diversity</i> <i>b. Growth in identity and values</i> <i>c. Principled leadership</i></p>	<p><i>Case Studies</i> <i>Individual Leadership Presentation,</i></p>

Course Format – Blackboard

Classes will incorporate a variety of activities, including online discussion threads, case analyses, and online live chat sessions. Online discussion threads will be based on weekly reading assignments, textbook cases, and assessments, as well as current leadership challenges. To make the class relevant to real world leadership practices, we will also discuss current leadership styles and any challenges you may encounter at your work and in the broader work environment. Students will be expected to keep up with the online class schedule. In addition to class readings, students are encouraged to browse scholarly and business articles related to course content.

Weekly Format

All class sessions will be opened at the beginning of the term. In addition to the Syllabus, this will enable you to review the entire term. The sessions will not be closed, so you may go back to review material if you wish. With the exception of the first, sixth, and last week, you will have discussion questions and case studies assigned. If you work ahead, that's fine, but please know that the material for an upcoming week may not be reviewed until it is actually due.

Syllabus

This syllabus provides great detail about everything related to this course. Please review it carefully. It is our guide.

News Forum

The class site has a News Forum that will be used to post important announcements to the class. Please check it regularly. If you have any announcements specifically related to the class material, please feel free to post them there. (Note that this is an educational site and postings must be “appropriate” and related to the course, and cannot include any advertising.)

Ask the Instructor

There is a section at the top of the class site called “Ask the Instructor”. Please post any questions to this section, so that other students can benefit from the questions you might have during the term and the answers provided by the instructor. Students should check this section regularly to ensure they are getting the benefit of these Q&As. Of course, if you have a personal question, then simply e-mail me and I'll respond only to you at your CLU e-mail address.

Course Assignments and Requirements

Following are the assignments and requirements for this term.

Getting Acquainted

The first week contains a section called Getting Acquainted. This is a required section to enable us to get to know one another. To complete this section please provide the following information:

- a. Your name and the name you prefer to be known by in class.
- b. The length of time you've attended CLU.
- c. How many online classes you've taken (in total and at CLU)
- d. The month and year you anticipate completing all course work

- e. A brief description of your present job, your position title and the name of the organization where you work. (If you're not presently working, please provide information regarding your last job.)
- f. A brief summary of your present career goals.

Please note that this information is to be posted not later than Wednesday at 6:00 p.m. November 25, 2015.

Discussion Threads

There will be one discussion question weekly (weeks 2 through 10, excluding week 6 when you'll have a mid-term exam). Each student will *respond* to each question with a 150 word answer, which includes two cited research articles as support. Your responses should be thorough. Every attempt should be made to have the answers posted by Wednesday evening of each week. Each student will then *reply* to *at least two* other students' responses to each of the initial questions. (This means you will have at least three discussion inputs weekly.) Typically, replies are not as in depth as the original responses, but they should be a kindly-worded critical analysis of the other student's response, show good thought, be meaningful, and possibly include your own insight. A simple, "Good comments!" or "I agree!" will get you no points. The initial question, combined with students' responses and subsequent replies constitute a discussion thread. While, as noted above, you should aim to answer the discussion questions as soon as reasonable in the week, all responses and replies must be submitted not later than 11:59 p.m. on Sunday at the end of each class week in order to receive credit. I will be commenting on your discussion posts throughout the course.

Case Analyses

You'll post a brief written analysis of assigned cases by answering the questions at the end of the case each week beginning week 2 and ending week 10, excluding week 6 (when you'll have a mid-term exam). These will be from the Northouse book, Leadership Theory & Practice and will coordinate with the subject for that week. The case studies are listed in the class schedule and will be due by 11:59 p.m. on Sundays at the end of the class week. For example, the second week's case study analysis will be due no later than 11:59 p.m. December 6th. We'll discuss these during our next live chat after they've been posted. (Therefore, we'll run one week behind the topics in the case discussions.)

Live Chat Sessions

We'll have live chat sessions every Monday evening from 6:00 p.m. to 7:30 p.m., PST, except the weeks of the mid-term exam (week 6) and the final exam (week 11). The weekly reading assignments and online PowerPoints are your responsibility. Information covered in readings and the PowerPoints will not necessarily be repeated in the live chats. These sessions provide the opportunity to discuss the material in more depth. Further, each of you has valuable experiences in your workplace, and sharing these, as well as your own opinions on topics discussed in this class, add tremendously to the learning experience by bringing the subject to life. Each live chat will open with an invitation to share what has been happening in your workplace during the last week that relates to leadership and what it means to be an effective leader. In addition, as noted above, we will discuss the prior week's case study. Please note that you will receive points for participation in these live chats.

Mid-term and Final Exams

There will be a mid-term exam covering chapters one through eight and eleven in week six, and a final exam covering chapters nine, ten, and twelve through sixteen in week eleven.

CLASS SCHEDULE

Date	Week	Topics	Assignments and Case Due
11/23/15	1	Introduction to Course	Chapter 1 Getting Acquainted
11/30	2	Trait Approach; Skills Approach	Chapter 2, 3 Ch. 2 A Remarkable Turnaround
12/07	3	Behavioral Approach; Situational Approach	Chapter 4, 5 Ch. 5 Marathon Runners at Different Levels
12/14	4	Path-Goal Theory; Leader-Member Exchange Theory	Chapters 6, 7 Ch. 7, His Team Gets the Best Assignments
12/18/15 – 1/3/16		Happy Holidays -- Winter Recess	
01/04/16	5	Transformational Leadership; Adaptive Leadership	Chapters 8, 11 Ch. 8, The Vision Failed
01/11	6	Mid-term Exam #1 (chapters 1-8 & 11)	
01/18	7	Authentic Leadership; Servant Leadership	Chapters 9, 10 Ch. 9, The Reluctant First Lady
01/25	8	Psychodynamic Approach; Team Leadership	Chapters 12, 14 Ch. 14, Can This Virtual Team Work?
02/01	9	Gender and Leadership	Chapter 15 Ch. 15, The Glass Ceiling
02/08	10	Leadership Ethics; Culture and leadership;	Chapter 13, 16 Ch. 13, How Safe is Safe?
02/15	11	Final Exam (chapters 9 & 10; 12-16)	

Student Workload/Carnegie Hours

The expectation is that a 4-credit course will meet for 50 hours of instructional time and will have 100 hours of out-of-class work (independent activities). Note that except for live chat time, all other activities will vary depending upon the student, therefore, the time figures are averages.

Activity	Instructor-Led Hours		Homework Hours	
	Weekly	Course	Weekly	Course
Weekly online sessions	1 hr. 30 min	13.5 hr.		
Getting Acquainted	1 hr.	1 hr.		
Discussion Board	2 hr. 30 min.	20 hr.		
Case Study	2 hr.	16 hr.		
Readings of required text			5	50
Mid-term I Preparation				25
Final Exam Preparation				25
Total	7	50.5	5	100

Grading

Item	Points	Percent
Getting Acquainted	10	1%
Discussion Threads		
Responses (8 at 15 pts.)	120	12%
Replies (8 at 15 pts.)	120	12%
(Cumulative of above = 25%)		
Case Studies (8 at 25 pts.)	200	20%
Mid-Term Exam	200	20%
Final Exam	200	20%
Participation	150	15%
TOTAL	1,000	100%

GRADES	POINT RANGE
A	930 – 1,000
A-	900 – 929
B+	870 – 899
B	830 – 869
B-	800 – 829
C+	770 – 799
C	730 – 769
C-	700 – 729
D+	670 – 699
D	630 – 669
D-	600 – 629
F	599 & below

Late Work, Make-up Work and Extra Credit

Late work accepted may be penalized 5% of its total points per day late. I generally do not provide make-up or extra credit assignments.

Attendance Policy

Due to the importance of our live chat sessions to the learning experience of all our students, you may lose participation points for each class missed and if you miss more than two, you may fail the course. Having said that, we recognize significant life events can occur. Should you experience such a problem, please notify me as soon as possible that you will not be attending and the general reason. We want students to get the maximum benefit from this class. As is the case with any worthwhile endeavor, what's gained from it, is a product of the effort expended on the endeavor. The material discussed and your participation in these sessions are essential to your understanding of this subject and vital to all students' learning from one another's experiences and perspectives. Note that while you are expected to attend these sessions, in the event you can't attend a session, you may review the archived sessions through the courseroom access and submit a short summary of the discussion to me via email. *However, this does not substitute for actual live chat attendance.*

Cal Lutheran Online or Blended Course Technology Requirements

In order to participate in a fully online course at California Lutheran University, you will need the following hardware, software, and capabilities. These are the minimum requirements; specific courses may have technological needs above and beyond this list.

1. If you have a Windows operating system
 - a. Browser: Firefox or Chrome
 - b. Java 1.6 or 1.7 (SE 6 or SE 7)
2. If you have a Mac OS or Ubuntu
 - a. Only use Firefox
 - b. Apple Java 1.5.0_16 or 1.6.0_07
3. 256 MB RAM
4. 20 MB free disk space
5. Internet Access - 28.8 kbps speed or above (Broadband connection highly recommended)
6. Soundcard
7. **A headset with microphone/headphones**
8. Webcam (optional)
9. Program(s) that can open .doc, .ppt, and .pdf documents

Check your OS and internet browser at: www.thismachine.info

Check your OS and Java version here, and enter into the Configuration Room to make sure you can get into Blackboard Collaborate:

<http://support.blackboardcollaborate.com/ics/support/default.asp?deptID=8336>

Course Evaluations Statement

All course evaluations are conducted online. Your feedback is important to us. You will receive an email message reminding you when the website is open for your feedback. The link is:

<http://courseval.callutheran.edu>

Disability Statement

California Lutheran University is committed to providing reasonable accommodations in compliance with ADA of 1990 and Section 504 of the Rehabilitation Act of 1973 to students with documented disabilities. If you are a student requesting accommodations for this course, please contact your professor at the beginning of the semester and register with the Disability Support Services Coordinator, Wendy Jimenez, for the facilitation and verification of need. The Disability Support Services Coordinator is located in the Center for Student Success Office at 3259 Pioneer Street, and can be contacted by calling 805.493.3878 or emailing wjimene@callutheran.edu

Statement on Academic Honesty

The educational programs of California Lutheran University are designed and dedicated to achieve academic excellence, honesty and integrity at every level of student life. Part of Cal Lutheran's dedication to academic excellence is our commitment to academic honesty. Students, faculty, staff and administration share the responsibility for maintaining high levels of scholarship on campus. Any behavior or act which might be defined as "deceitful" or "dishonest" will meet with appropriate disciplinary sanctions, including dismissal from the University, suspension, grade F in a course or various forms of academic probation. Policies and procedures regarding academic honesty are contained in the faculty and student handbooks.

Plagiarism, cheating, unethical computer use and facilitation of academic dishonesty are examples of behavior which will result in disciplinary sanctions. Plagiarism includes, but is not limited to:

- word for word copying without using quotation marks or presenting the work as yours
- using the ideas or work of others without acknowledgement
- not citing quoted material. Students must cite sources for any information that is not either the result of original research or common knowledge.

Standards of Student Conduct Statements:

- [Student Life Handbook](#)
- [Academic Honesty Statement](#)

University Harassment Policy

Be civil to each other, both on- and offline. For information on the University's **student harassment policy and rights, please go to the following link:**

[Student Life Handbook](#)

Pearson Library

Pearson Library provides access to scholarly books, journals, ebooks, and databases of full text articles from scholarly journals. To begin using these materials, visit the library web page <http://www.callutheran.edu/library>

There are many ways to contact Pearson Library for research assistance, no matter where you are!

- Email Madelynn Dickerson (Professionals liaison) at dickerso@callutheran.edu
- General Library email: CLUlibrary@callutheran.edu

- Library main phone: 805.493.3250
- Text us your question: 805.493.3867
- Get more help at: <http://www.callutheran.edu/library/help/>

Cal Lutheran Writing Center

The Writing Center provides 1:1 writing consultations, in-person and online, with trained undergraduate and graduate writing consultants. We welcome all writing-related projects at any stage of the writing process across the diverse disciplines of study at Cal Lutheran. The Writing Center also hosts writing workshops, provides in-class visits, facilitates writing groups, and offers a writer's studio option for longer, sustained projects. Services suit writers of all levels, including traditional undergraduates, graduate students from all fields, all English language learners, and accomplished scholars alike. All members of the Cal Lutheran community with a @callutheran.edu email address are welcome to make use of our services. For more information, please visit at www.callutheran.edu/writing_center or call 805.493.3257. Please schedule appointments online through MyCLU Blackboard with the yellow "The Writing Center" icon in "Tools," or stop by The Writing Center itself, located in the Darling Collaboration Suite of Pearson Library.

Sexual Misconduct

California Lutheran University does not tolerate any degree of sexual misconduct on or off-campus. We encourage you to report if you know of, or have been the victim of, sexual harassment, misconduct, and/or assault. If you report this to a faculty member, she or he must notify Cal Lutheran's Title IX Coordinator about the basic facts of the incident. More information about your options for reporting can be found at: <http://www.callutheran.edu/title-ix/>

Veterans Resources

If you are a veteran, military member, or a family member of a veteran or military member, please refer to Cal Lutheran's Veterans Resources webpage for important information: <http://www.callutheran.edu/veterans/> . Also, if you are a veteran receiving benefits and you are struggling in a class, you most likely qualify for free tutoring. Please contact the Veterans Coordinator, Jenn Zimmerman, veterans@callutheran.edu or 805.493.3648, for more information.

Help Desk

Students may contact the Help Desk about telephone, network, wireless network, software questions password problems, hardware problems, and general consultation (i.e. you cannot log into your MyCLU portal, or you are having problems with Blackboard). Please email specific details about your problems to helpdesk@callutheran.edu, click on the following link for more information http://www.callutheran.edu/iss/technology_services/helpdesk.php or call: 805.493.3698

Final Note

This syllabus is subject to change. Every effort will be made to alert students to changes that occur in a timely manner.