California Lutheran University

Bachelor's Degree for Professionals

**(Revised 11/6/16 to Clarify the Weekly Format and Class Schedule)**

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|---|---|
| **Course Title and Number:** | **BUS446-A1 – Theory and Practice of Leadership** |
| **Term, Year:** | **Winter 2017, November 21, 2016 – February 16, 2017** |
| **Campus and Classroom:** | **Online** |
| **Online Class Sessions:** | **Mondays, 6:00 p.m. – 7:30 p.m.** |
| **Drop Dates:** | **Monday, December 5, 2016**<br>**Last day to drop without a "W"**<br>**Last day to drop without financial penalty (100% tuition charge for classes dropped after this date)**<br><br>**Tuesday, January 17, 2017**<br>**Last day to drop without academic penalty** |
| **Instructor**: | John B. Crenshaw |
| **Office Hours**: | By appointment |
| **Contact Information**: | Email crenshaw@callutheran.edu<br>Phone 805.558.9085 |

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## Course Description

Examines leadership from theoretical, historical and practical perspectives. Includes topics of trait, behavioral and contingency theories; the influence process; management vs. leadership, leadership and followership. Survey of leadership theory and research; characteristics of leaders, theories of leadership origins and psychological and social correlates. Interaction of personal and organizational factors in determining leadership effectiveness.

## Textbook

Northouse, P. 2015. Leadership Theory and Practice: 7th Edition; Sage Publications, Thousand Oaks, CA (ISBN: 978-1-4833-1753-3).

## 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:*

| ***Student Learning Outcomes*** | ***Assessment*** |
|---|---|
| ***Professional Preparation*** | |
| ***a. Field Specific Knowledge and Experience***<br>***b. Ethical and Professional Judgment***<br>***c. Interpersonal and Teamwork Skills*** | ***Live Chats***<br>***Threaded Discussions***<br>***Case Analysis***<br>***Leadership Assessment Paper***<br>***Mid-Term and Final Exams*** |
| ***Liberal Learning*** | |
| ***a. Written Communication Skills***<br>***b. Oral Communication Skills***<br>***c. Information Literacy***<br>***d. Understanding of Cultural and Global Diversity*** | ***Live Chats***<br>***Threaded Discussions***<br>***Case Analysis***<br>***Leadership Assessment Paper***<br>***Mid-Term and Final Exams*** |
| ***Character and Leadership Development*** | |
| ***a. Appreciation of diversity***<br>***b. Growth in identity and values***<br>***c. Principled leadership*** | ***Live Chat Participation***<br>***Threaded Discussions***<br>***Case Analysis***<br>***Leadership Assessment Paper***<br>***Mid-Term and Final Exams*** |

## Course Format

This course is a fully online course, meaning there are no face-to-face class meetings. There are however, mandatory weekly "live chats (synchronous online class meetings). Live chats are generally scheduled for 1.5 hours. This course will incorporate a variety of activities, including online discussion threads, case analyses, and the online live chats. Online discussion threads will be based on weekly reading assignments, textbook cases, and assessments, as well as current

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leadership challenges. To make the class relevant to real world leadership practices, we will also discuss current leadership styles and challenges you may encounter at your work. 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*

Our term weeks run Monday through Sunday. Each term week will be opened on the Friday before that week begins. With the exception of the first, sixth, and eleventh weeks, you will have discussion questions and case studies assigned. We'll discuss the case studies in our weekly live chat sessions.

## *Syllabus*

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

## *Course Site Layout*

Depending on the courses you've taken, the layout of our course site in Blackboard may be a bit different than what you're used to. Please take some time to review it. The specific aspect of the course you're looking for will be in the course menu on the left side of the site. To summarize the layout by what you'll find in each tab:

- Welcome: contains my welcome message to the students in this course.
- Course Resources: contains the Syllabus and useful explanations of how to take exams in Blackboard and how to use the Wiki tool that we'll use in our case studies. Information on the term paper will also be available here.
- Announcements are where I'll put important information you'll need to know as the course progresses. I generally have these emailed to you upon their creation too, in order to ensure you are aware of the information being provided. Please check this regularly to ensure you didn't miss an email and are aware of important updates on the course.
- Weekly overview: this is where you'll find the introductions to each week's topics and information on the activities for that week.
- Graded Assessments: the case study assignments for each week, with their links to the Wiki tool will be found in this tab. I'll also provide the link to attach your term paper here.
- Discussion links: there are various important links here. They include:
    - *Ask the Instructor – This section enables you to post any questions of a general nature to this section, so that other students can benefit from these questions and the answers I provide to them. 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.*
    - *News Forum* – If you have any information you want to share that's specifically related to the course material, please feel free to post it here. (Please note that this is an educational site and postings must be "appropriate" and related to the course, and cannot include any advertising.)

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- *Archived Live Chat Forum* – If you miss a live chat session rather than being relegated to the dungeon, you will need to review the recorded session and post a summary with your own insights on this discussion board.
- *Weekly Discussion Questions* – the rules and instructions for our weekly discussion question boards are shown here followed by each week's discussion question board. The week one Getting Acquainted assignment is also here.

- Mid-Term/Final Exams – bet you'll never guess what you'll find here!
- 1-Minute Surveys – these are quick weekly surveys that are helpful to me to know your understanding the concepts each week and for to learn of any questions that may not have been answered for you.
- The remaining tabs, My Grades, CLU Email, and BB Help for Students should be familiar to you.

# 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:

1. Your name and the name you prefer to be known by in class.
2. Your approximate class level (freshman, sophomore, junior, or senior).
3. The month and year you anticipate completing all course work.
4. How many online classes you've taken (in total and at CLU).
5. The name of the organization where you work. (If you're not working, please tell us the name of the last organization where you worked.)
6. Your job title and a brief description of your job.
7. A brief summary of your present career goals.

**Please note that this information is to be posted not later than Wednesday at 11:59 p.m. November 23, 2016.**

## *Discussion Threads*

There will be one discussion question weekly (weeks 2 through 10, excluding week 6 when you'll have a mid-term exam; week 11 is the final exam). Note that the word minimums for these posts have been instituted to ensure posts are substantive.

Each student will *respond* to the weekly question with an initial post consisting of a minimum of 150 words. 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' initial responses*. (This means you will have at least three discussion inputs weekly.) Typically, replies are not as in depth as the original responses, but each reply is to be a *minimum of 75 words* and a kindly-worded critical analysis of the other student's response, show good thought, be meaningful, and. if possible, include your own insight. The initial question, combined with students' responses and

subsequent replies constitute a *discussion thread*. While, as noted above, you should aim to post your answer the discussion question by Wednesday evening weekly, all responses and replies must be submitted not later than the end of Sunday evening at the end of each class week in order to receive full credit. I will be commenting on some of your discussion posts weekly.

## *Case Study Analyses*

You'll post a brief written analysis of an assigned case 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 the mid-term exam). These will be from the Northouse book, Leadership Theory & Practice and will coordinate with the subject for that week.

These will be done as a team effort using the Wiki tool. We'll have three case studies each week (though you'll only be responsible for one that I'll assign). They'll be due Sunday evenings at the end of the class week. For example, the second week's case study analyses will be due no later than 11:59 p.m. on December 4th. We'll discuss these during our next live chat after they've been posted. I'll explain the process of working on these as a team in our first live chat session. (I've set this up so the process will be relatively painless, but beneficial.)

## *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 week we return from the winter recess (since that Monday is a holiday) and the week of the final exam (week 11). 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. We'll also discuss the prior week's case studies.

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.

## *Leader Assessment Paper* (The Term Paper)

You'll write a paper on a leader in the 20th or 21st century whom you admire, applying the traits and leadership styles learned in this course. There will be two components:

- Leader Identification Paper due Sunday of week 4.
- Leader Assessment Paper due Wednesday of week 11.

More information on these components will be provided in the first live chat session and written information on the requirements for both papers will be posted under the Course Resources tab of the course menu.

## *Mid-term and Final Exams*

There will be a mid-term exam in week six covering chapters one through eight and eleven. We'll have a final exam in week 11 covering chapters nine, ten, and twelve through sixteen.

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## Class Schedule

Note that each week, except 1, 6, and 11 will have discussion questions and case study assignments.

| Week - Date | Live Chat (Mondays) | Topics | Assignments |
|---|---|---|---|
| 1 - 11/21/16 | 11/21 | Introduction to Course | Chapter 1<br>Getting Acquainted |
| 2 - 11/28 | 11/28 | Trait Approach; Skills Approach | Chapters 2, 3 |
| 3 - 12/5 | 12/5 | Behavioral Approach; Situational Approach | Chapters 4, 5 |
| 4 - 12/12 | 12/12 | Path-Goal; Leader-Member Exchange Theories | Chapters 6, 7<br>Leadership ID Paper |
| 12/19/16 - 1/2/17 | | Happy Holidays -- Winter Recess | |
| 5 - 1/2/17 | None (Holiday) | Transformational Leadership; Adaptive Leadership | Chapters 8, 11 |
| 6 - 1/9 | 1/9 | **Mid-term Exam (chapters 1-8 & 11)** | Mid-term Exam |
| 7 - 1/16 | 1/16 | Authentic Leadership; Servant Leadership | Chapters 9, 10 |
| 8 - 1/23 | 1/23 | Psychodynamic Approach; Team Leadership | Chapters 12, 14 |
| 9 - 1/30 | 1/30 | Gender and Leadership | Chapter 15 |
| 10 -2/6 | 2/6 | Leadership Ethics; Culture and leadership | Chapters 13, 16 |
| 11 - 2/13 | None | **Final Exam Week (chapters 9 & 10; 12-16)** | Leadership Assessment Paper, Final Exam |

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## 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 chats, 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** |
| Live Chat Online Sessions | 1 hr. 30 min | 13 hr. 30 min. | | |
| Pre-recorded Lectures | 1 hour. | 9 hr. | | |
| Getting Acquainted | 30 min. | 30 min. | | |
| Discussion Boards | 2 hr. 30 min. | 20 hr. | | |
| Case Studies | 1 hr. 30 min. | 12 hr. | | |
| Readings of required text | | | 5 | 45 |
| Leader Identification Paper | | | | 5 |
| Mid-term Preparation & Exam | | | | 20 |
| Leader Assessment Paper | | | | 25 |
| Final Preparation & Exam | | | | 20 |
| **Total** | **7 hr.** | **55 hr.** | | **115 hr.** |

** In this chart the Carnegie Instructional Hours have already been converted to traditional clock hours; these are based on a 60-minute clock hour.

## Grading

| Assignment | Points | Percent |
|---|---|---|
| Getting Acquainted | 10 | 1% |
| Discussion Threads | | |
| Responses (8 at 10 pts.) | 80 | 8% |
| Replies (16 at 5 pts.) | 80 | 8% |
| (Cumulative of above = 25%) | | |
| Case Studies (8 at 20 pts.) | 160 | 16% |
| Leader ID Paper | 50 | 5% |
| Mid-Term Exam | 150 | 15% |
| Leader Assessment Paper | 200 | 20% |
| Final Exam | 150 | 15% |
| Participation (8 at 15 pts.) | 120 | 12% |
| **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*

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Late work accepted may be penalized 5% of its total points per day late up to the 7th day, after which it will not be accepted, except for extraordinary circumstances. I 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 will lose participation points for each class missed.* ***If you miss more than two sessions, 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 course site's live chat tab and using the RECORDINGS link and the date of the session missed. You'll then need to write a short summary of the session's discussions with your own insight into the subjects via the Archived Chat Forum under the Discussion Links tab of the course menu. *However, this does not substitute for actual live chat attendance and you may be eligible for only 13 of the possible 15 points available with live attendance at the session*.

## 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 7 or Java 8
2. If you have a Mac OS or Ubuntu
    a. Only use Firefox
    b. Oracle Java 7
3. Linux
    a. Only use Firefox
    b. Java 7 or Java 8
4. Blackboard Collaborate Launcher (can download when you first attempt join a Collaborate room in your Blackboard course)
5. 256 MB RAM
6. 20 MB free disk space
7. Internet Access - 28.8 kbps speed or above (Broadband connection highly recommended)
8. Soundcard
9. ***A headset with microphone/headphones***

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10. Program(s) that can open .doc, .ppt, and .pdf documents
11. Optional:
    a. Webcam (recommended)
    b. Blackboard Learn App
        i. Download from your devices' app store, select California Lutheran University as the school and sign in via MyCLU

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

## 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

## 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/

## 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 Yvonne Wilber (Professionals liaison) at ywilber@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 an @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.

## Veterans Resources

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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.

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