

# California Lutheran University

## Bachelor's Degree for Professionals

**LEADERSHIP DEVELOPMENT (CAPSTONE)  
BUS 460 – SYLLABUS  
Summer, May 23 – August 4, 2016**

**Drop Dates:**

**Monday, June 6<sup>th</sup> – last day to drop without financial penalty  
(100% tuition charge for classes dropped after this date);  
last day to add a class**

**Wednesday, July 13<sup>th</sup> –last day to drop without a W**

<b>PROFESSOR:</b>	John B. Crenshaw
<b>CLASSROOM:</b>	Online
<b>LIVE CHAT:</b>	Thursdays 6-7:30 PM
<b>OFFICE HOURS:</b>	By Appointment
<b>CONTACT INFORMATION:</b>	Email: <a href="mailto:crenshaw@callutheran.edu">crenshaw@callutheran.edu</a> Phone: (805) 558-9085

**Course:**

Focuses on developing and identifying the contributors to and the need for individual leadership competencies. Provides an overview of specific leadership development instruments, psychological contributors to leadership effectiveness, and introspective evaluation of current leadership application. Prerequisite: Senior standing.

**Textbooks/Required Readings**

DuBrin, A. (2016). *Leadership: Research Findings, Practice, and Skills*, 8<sup>th</sup> Edition, ISBN: 978-1-285-86636-9. CENGAGE. Boston, MA

## **Course Outcomes:**

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

1. **Assess their leadership style and develop a leadership development plan.**
2. **Correctly use specific management tools.**
3. **Analyze leadership situations and be able to make recommendations to improve the outcome. Be able to identify key behaviors that successful leaders use.**
4. **Compare and contrast management and leadership.**
5. **Analyze critical leadership situations.**

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

<b>University Learning Outcomes</b>	<b>Method of Assessment</b>
<b>PROFESSIONAL PREPARATION</b> <ul style="list-style-type: none"><li>➤ Field specific knowledge and experience</li><li>➤ Ethical and professional judgment</li><li>➤ Interpersonal and teamwork skills</li></ul>	<ul style="list-style-type: none"><li>• <b>Leadership Chart</b></li><li>• <b>Film Analysis</b></li></ul>
<b>LIBERAL LEARNING</b> <ul style="list-style-type: none"><li>➤ Written communication skills</li><li>➤ Oral communication skills</li><li>➤ Information literacy</li><li>➤ Understanding cultural and global diversity</li></ul>	<ul style="list-style-type: none"><li>• <b>Mind Map</b></li><li>• <b>In-Class Discussion</b></li><li>• <b>Oral Presentation</b></li></ul>
<b>CHARACTER AND LEADERSHIP DEVELOPMENT</b> <ul style="list-style-type: none"><li>➤ Appreciation of diversity</li><li>➤ Growth in identity and values</li><li>➤ Principled leadership</li></ul>	<ul style="list-style-type: none"><li>• <b>Leadership Thought Journal</b></li><li>• <b>Leadership Interview</b></li><li>• <b>Film Analysis</b></li></ul>

## **Class Format**

This is an online course with both asynchronous and synchronous communication, meaning much of the communication between teacher and student and among students is not done at the same time (asynchronous), while the live chat portions of the class are conducted at the same time (synchronous).

## **Course Assignments/Requirements/Course Schedule**

### **Required readings:**

The text for this course is the DuBrin text identified above. Additional readings and case studies will be assigned and available through the Blackboard Learning Management System (LMS). The majority of the cases and articles can be found in the course in Blackboard. Please let your teacher know if you cannot access any of the required readings.

### **Film Viewing**

There are several feature films that you will be watching portions of over the course of this class. These films highlight the key elements of the topics we will be discussing in the course. The films will be used as topics for discussion forum questions and as topics for discussions in our live chat sessions. Several of the films, and sometimes all of them, can be accessed either through Netflix or you might check the CLU library to see if there is a copy there you can check out.

### **Ask your instructor**

Please use the “Ask Your Instructor” discussion forum as a place to ask questions of a general nature that will benefit all students. Questions of a specific or personalized nature should be emailed to your teacher.

### **Graded Assignments**

There are graded assignments due at various key points in this course. These include your participation in the live chat sessions, discussions, and submitted assignments. Descriptions of the assignments are as follows:

#### **Live Chat Participation (Weekly)**

Classes are enriched through discussions, which means your participation is necessary for all students to get the most out of the course. You should have a microphone, so that you can contribute and you're also encouraged, but not required, to have a camera, so that we can all put a face with a voice to enrich the experience. Attendance at all live chat sessions is essential and you can earn points weekly by participating with meaningful comments throughout the chats. We'll have plenty to discuss each week, so there will be ample opportunity for everyone.

#### **Discussion Board (Weekly)**

Each week two questions will be posted on a discussion board in Blackboard. Each student is to provide a thorough and meaningful *response* to these questions. Your response is to be a minimum of 150 words and cite at least two scholarly works in support. These initial posts should be made by 11:59 p.m. Wednesday evening of the module week to provide time for other students to review and reply to them. All students also are to *reply* to two other students' responses for each question with meaningful comments. Your replies should be made to students who do not already have two replies to their post, but if all students already have two replies, then you can reply to anyone. These replies are to be a minimum of 75 words and do not have to be supported by citations. All replies should be posted by 11:59 p.m. Sunday evening of the module week. Your instructor may provide comments to responses and replies, so be sure to check back for this input and that of other students. Further, the instructor or students may ask questions in response to a post, so this is another good reason to check back.

#### **Thought Journal (Due Weeks, 3, 5, 9, 11)**

The Thought Journal provides you with the opportunity to chronicle your experiences during the course. It is not specific to the course learnings, but is an opportunity to make a link between the course materials and your experiences over the course of this term. You might write about your own leadership experiences during the week, or those of your boss, or those of another individual you observe. You will be using the Journal tool located in your Blackboard Course. The Thought Journal is an assessment of the Character and Leadership Development SLO.

### **Leadership Chart (Due Week 3)**

The Leadership Chart is your opportunity to illustrate your mastery of the various leadership models that have been discussed throughout your program, how you see them in application, and what you see as the best model including the limitations. You will need to evaluate at least 5 leadership models. A sample chart will be provided in your Blackboard Course. The Leadership Chart provides an assessment of the Professional Preparation Student Learning Outcome (SLO).

### **Mind Map (Due Week 5)**

The Mind Map is a tool used to illustrate relationships among the various phases of your life as they apply to your own personalized leadership theory. There are various programs and software available for developing a mind map, however, a blank PowerPoint presentation is a great starting place. A sample MindMap is included in your Blackboard Course. The Mind Map provides an assessment of the Liberal Learning SLO.

### **Leadership Interview (Due Week 8)**

Your leadership interview project will be to interview a person in a position of leadership and prepare a paper with results of the interview. You are to obtain a summary of the leader's credentials, personal qualities and philosophies and will ask specific questions to determine how this leader is successful. This assignment in Blackboard contains specific sample questions. The Leadership Interview is an assessment of the Character and Leadership Development SLO.

### **Change Leadership Article (Due Week 10)**

Find an article on leading change and prepare to discuss it in class. Articles can be found using GoogleScholar.com or the CLU Electronic Library.

### **Presentation (Due Week 11)**

During the week 11 live chat each of you will provide a brief synopsis of one aspect of your final portfolio, choosing from the Leadership Chart, Mind Map, Thought Journal, or Leadership Interview. There will not be a PowerPoint presentation or other visual aids, but rather you will provide an honest and open discussion of your experience during the course and how the materials contributed to your understanding and development of your own leadership philosophy.

### **Final Project Portfolio (Due Week 11)**

The final project for this course is a portfolio, which is a compilation of course activities, which were designed to assist you in developing your own leadership philosophy. These deliverables reflect your understanding of your development as a leader as well as the course topics. While the portfolio has specific requirements, the project also allows you to creatively demonstrate course competencies and objectives. For example, the Leadership Chart and Mind Map are interpretations or explanations of learning from the courses in the Organizational Leadership curriculum. The portfolio is to include the following elements which you will have submitted at various points in this course and received feedback on: Leadership Chart, Mind Map, Thought Journal, and Leadership Interview

### **Final Project Objectives**

To successfully complete this project, you will be expected to:

1. Synthesize management and leadership theories.
2. Evaluate the factors that affect leadership.
3. Analyze the process of leader development.
4. Communicate in a manner that is scholarly, professional, and consistent with expectations for members of your profession.

## Course Schedule

Week	Topics	Assignments	Readings
#1 5/23	Self-Awareness and review of leadership models	Complete the MindTools Leadership Assessment: <a href="http://www.mindtools.com/pages/article/newLDR_50.htm">http://www.mindtools.com/pages/article/newLDR_50.htm</a>	DuBrin Chapters 1-3 Time Warner- Cable Case
#2 5/30	Stress and the Leader	Before week 2's live chat watch "Devil Wears Prada"  Complete Workplace Stress Survey: <a href="http://www.stress.org/wp-content/uploads/2011/08/Workplace-Stress-Survey.pdf">http://www.stress.org/wp-content/uploads/2011/08/Workplace-Stress-Survey.pdf</a>	DuBrin Chapters 4-6  "Stress Boss" article on John Wolford
#3 6/6	Motivational Leadership (EPO Model, Goals, MBO)	Leadership Chart Due  First Thought Journal Due	DuBrin Chapters 10 and 11  Hausser Foods Case
#4 6/13	Conflict	Before Week 4's live chat watch "Miracle" (1980 US Olympic Hockey Team) Bill Kearns Video	DuBrin Chapter 12
#5 6/20	Ethics and Leadership	Mind Map Due  Second Thought Journal Due	DuBrin Chapter 6
#6 6/27	Power	Before Week 6's live chat watch "To Hell and Back" (Audey Murphy story)	DuBrin Chapters 7, 8  Donna Dubinsky Case
#7 7/4	Decision Making	Watch video on JFK and the Bay of Pigs Invasion: <a href="https://www.youtube.com/watch?v=U6UkrevWYeY">https://www.youtube.com/watch?v=U6UkrevWYeY</a>  Carter Racing Exercise	Green, K. & Twigg, N. (2014) "Managerial decision making"
#8 7/11	Delegation	Before Week 8's live chat watch "Master and Commander" (Russell Crowe) Bob Holden Video  Leadership Interview Paper Due	Delegation Case on MacGregor
#9 7/18	Global Leadership	Third Thought Journal Due	DuBrin Chapter 14
#10 7/25	Leading Change	Leading Change Article	DuBrin Chapter 13
#11 8/1	Leadership Philosophy	Before Week 11's live chat watch "Freedom Writers"  Presentations  Final Thought Journal Due  Final Project	DuBrin Chapter 15

## **Student Workload/Carnegie Hours**

The expectation is that a 4-credit course will meet for 50 hours of instructional time (i.e. instructor-led hours) and will have about 100 hours of out-of-class work (homework).

- As our 4-credit online courses meet for 16.5 hours during the term (1.5 hours weekly), the remaining 33.5 hours of instructional time need to be handled via online instructions (flipped classes, discussion boards, etc.).
- There should be approximately 9 hours of homework per week (of course this may vary depending on the week).

**Anticipated Coursework Matrix** (figures are averages that will vary by student.)

Activity	Instructor-Led Hours		Homework Hours		Remarks
	Weekly	Course	Weekly	Course	
Weekly Classes	1 hr. 30 min.	16 hrs. 30 min.			Over 11 weeks
Discussion Board	4 hr.	40 hr.			Over 10 weeks
Readings of required text			2 hr.	22 hr.	Over 11 weeks
Recorded lectures			1 hr. 30 min.	16 hr. 30 min.	Over 11 weeks
Thought Journal			2 hr.	22 hr.	Over 11 weeks
Films				10 hr.	Five during the term
Case Studies				6 hr.	Four during the term
Exercises				3 hr.	Three during the term
Leadership Chart				10 hr.	One-time assignment
Mind Map				10 hr.	One-time assignment
Leader Interview				3 hr.	One-time assignment
Leading Change Article				2 hr.	One-time assignment
Presentation				2 hr.	One-time assignment
Portfolio				2 hr.	One-time assignment
<b>Total</b>		<b>56 hr. 30 min.</b>		<b>108 hr. 30 min.</b>	

## **Grading**

Late assignments will be assessed a one grade penalty for each day beyond the due date. Please note that the instructor will not follow up with you for missed assignments. If it's not in, it's late and the penalty will apply.

<b>Assignment</b>	<b>Points</b>	<b>Percentage</b>
Live Chat Participation	150	15%
Discussion Boards	200	20%
Thought Journal (25 pts. X 4)	100	10%
Leadership Chart	100	10%
Mind Map	100	10%
Leadership Interview	150	15%
Presentation	50	5%
Final Project Portfolio	<u>150</u>	<u>15%</u>
<b>Total</b>	<b>1,000</b>	<b>100%</b>

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### **GRADING SCALE**

A 93-100	B+ 87-89.9	C+ 77-79.9	D+ 67-69.9
A- 90-92.9	B 83-86.9	C 73-76.9	D 63-66.9
	B- 80-82.9	C- 70-72.9	D- 60-62.9

## **Attendance Policy**

Each week we'll have an hour and a half synchronous meeting (live chat) via the Blackboard Collaborate tool. This will be an instructor-led discussion on the materials for the week, applications, current events, and guidance on your assignments. Please make sure to download the Blackboard Collaborate Launcher ahead of time and test your access to the live chat course site.

Weekly, please log in at least 5 minutes prior to the meeting time to ensure your system works. During this meeting you will have the opportunity to ask any questions regarding the course administration and materials.

All live meetings **MUST** be attended. Having said that, we recognize there are certainly life events that might preclude attendance. Early notification of the teacher of these events is important to ensure you're informed of any missed work. The live chats will be archived for student access. If you miss one, you'll need to watch the recording of the session and post in the Archive Discussion Forum. Doing so will get you points for attendance. Please make sure you title your thread with the week in which you were unable to attend.

## **Cal Lutheran Online 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**
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](http://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](mailto: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](mailto:ywilber@callutheran.edu)
- General Library email: [CLUlibrary@callutheran.edu](mailto: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](http://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**

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](mailto: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](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.