Course Syllabus

Course Description

Presents the importance of leadership in conjunction with various leadership traits, styles, and qualities. Enhances the importance of having a vision, the motivation to lead, social motives in the workplace, levels of morality and values, and the significance of empowerment for effective leadership. Topics include situational leadership, organizational climate, moral dilemmas, personal integrity, servant leadership, participative management, human relations, high-performance teams, diversity, cultural and interpersonal differences, workplace stress, performance management, and organizational change.

Course Textbook(s)

No physical textbook is required; resources are integrated within the course.

Additional Required Course Material(s)

See each Unit Study Guide for additional required course material(s).

Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Analyze the significance of the concept of leadership and the different leadership styles.
2. Distinguish between the importance of vision, the motive to lead, and organizational climate.
3. Explore various aspects of effective leadership, to include influence, follower motivation and effective followership.
4. Illustrate the role of ethics and values in guiding organizational behavior.
5. Articulate globalization and the resulting cultural implications of leadership, including unique considerations for leading multicultural teams.
6. Analyze the role of leadership in decision-making processes that serve to establish an organizational climate oriented to meet business goals.
7. Analyze methods used to effectively manage groups and teams.
8. Evaluate different aspects of organizational change.

Prerequisite(s)

No prerequisite courses are required for enrollment in this course.

Credits

Upon completion of this course, the students will earn 3 hours of college credit.

Course Structure

1. Study Guide: Course units contain a Study Guide that provides students with the learning outcomes, unit lesson, required reading assignments, and supplemental resources.
2. Learning Outcomes: Each unit contains Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
3. Unit Lesson: Unit Lessons, which are located in the Study Guide, discuss lesson material.
4. Reading Assignments: Units contain Reading Assignments from one or more chapters from the textbook and/or
outside resources.

5. **Suggested Reading**: Suggested Readings are listed within the Study Guide. Students are encouraged to read the resources listed if the opportunity arises, but they will not be tested on their knowledge of the Suggested Readings.

6. **Learning Activities (Nongraded)**: Nongraded Learning Activities are provided to aid students in their course of study.

7. **Discussion Boards**: Students are required to submit Discussion Board posts in Units I, III, V, and VII. Discussion Boards provide students the opportunity for student-to-student and professor-to-student interaction based on relevant course concepts and ideas. Specific information about accessing the Discussion Board rubric is provided below.

8. **Unit Assignments**: Students are required to submit for grading Unit Assignments. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with each assignment. Specific information about accessing these rubrics is provided below.

9. **Ask the Professor**: This communication forum provides students with an opportunity to ask their professor general questions or questions related to course content.

10. **Student Break Room**: This communication forum allows for casual conversation with other classmates.

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**CSU Online Library**

The CSU Online Library is available to support your courses and programs. The online library includes databases, journals, e-books, and research guides. These resources are always accessible and can be reached through the library web page. To access the library, log into the myCSU Student Portal, and click on “CSU Online Library.” You can also access the CSU Online Library from the “My Library” button on the course menu for each course in Blackboard.

The CSU Online Library offers several reference services. E-mail (library@columbiasouthern.edu) and telephone (1.877.268.8046) assistance is available Monday – Thursday from 8 a.m. to 5 p.m. and Friday from 8 a.m. to 3 p.m. The library’s chat reference service, Ask a Librarian, is available 24/7; look for the chat box on the online library page.

Librarians can help you develop your research plan or assist you in finding relevant, appropriate, and timely information. Reference requests can include customized keyword search strategies, links to articles, database help, and other services.

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**LibGuides**

Think of a LibGuide (a Library Guide) as a mini-website to help you with your assignments. It has relevant information such as databases, e-books, and websites specific to your courses. If you have any questions, please reach out to your friendly library staff.

Click [here](#) for the LibGuide for this course.

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**Unit Assignments**

**Unit I Essay**

For this assignment, choose a leader from history whom you admire. Then, write an essay discussing which of the following leadership styles correlates with the style employed by the leader you selected. Explain why you believe he or she demonstrated that style. Only one style selection is required; it is not necessary to discuss each style listed below:

- laissez-faire,
- transactional,
- transformational,
- servant,
- authentic, and
- leader-member exchange.

Utilize the CSU Online Library to locate one journal article to use as a reference that supports your essay. Your paper should be at least one to two pages in length.

Be sure to include the rubric elements from the guidelines below:

- a clear and engaging introduction;
- clear and appropriate content, including strong evidence of critical thinking;
- organization that results in clarity and logical arrangement of points being discussed;
- clear and concise writing, free from grammatical and structural errors;
- academically sound, preferably peer-reviewed resources for support of discussion; and
- all sources used must be referenced; paraphrased and quoted material must have accompanying citations in APA format.

Information about accessing the grading rubric for this assignment is provided below.

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**Unit II Case Study**

For your case study, read the sections titled "Visionary" through "Affiliative Summary" of the following article from the
required reading assignment:


In your case study, be sure to address the following items:

- Include a brief statement as to which of the leadership styles (visionary, coaching, affiliative, democratic, pacesetting, and commanding) presented in the article that you are most comfortable employing, in general.
- Select and analyze one of the scenarios below. Be sure to provide the number of the scenario you chose.

**Scenario 1:** As a manager, you have two employees who have a difficult time working together. While nothing specifically unprofessional has been done by either one of them, other team members have expressed concern that the differences between them are causing tension, and some other team members are having difficulty performing their work. Some have even gone so far as to say that the situation is causing a hostile work environment.

**Scenario 2:** You are a newly hired department director, brought on board to help turn around a struggling department. The members of this department are highly educated and are taking steps to improve the professional development of department members. Despite these efforts, they feel they are underappreciated and also feel that they lack a voice in the direction in which the department is moving. You have leadership experience in a variety of industries.

- Based on your understanding of the discussed leadership styles in the article, which would you choose to handle this situation?
- What elements of that style do you feel will be most helpful in resolving the problems faced?
- How would you proceed with handling the scenario?
- How does the role of leadership in the decision-making process serve to establish an organizational climate oriented to meet business goals?

Utilize the CSU Online Library to locate one journal article to use as a reference that supports your case study. Your case study should be two to three pages in length.

Be sure to include the rubric elements from the guidelines below:

- The analysis should present an insightful and thorough discussion with strong arguments and evidence.
- The content should be highly relevant and informative while remaining on topic.
- Accuracy and close attention to detail should be clearly evident in all parts of the assignment.
- The writing should be clear and concise with proper sentence structure, grammar, and punctuation, and it should be free from spelling errors.
- The number of sources should meet or exceed assignment requirements, and all sources should be academically credible, and properly cited using APA formatting.

Information about accessing the grading rubric for this assignment is provided below.

**Unit III Reflection Paper**

The employment of different types of power might influence a team member’s satisfaction, and thus, his or her motivation to continue. In regards to your current industry and/or the culture of your current organization, write a reflection paper that addresses the following requirements:

- Describe which motivational theory, as described in Harell and Daim in the required readings for this unit, would be the most appropriate for your industry/organization. Why?
- Describe which of the original power types from the French and Raven power taxonomy, as described by Elias (2008) in this unit’s required readings, would fit best with the selected motivational theory.

Your reflection paper should be two to three pages in length.

Be sure to include the rubric elements from the guidelines below:

- The response reflects in-depth consideration and personalization of theories, concepts, and/or strategies.
- The writing should be clear and concise with proper sentence structure, grammar, and punctuation, and it should be free from spelling errors.
- The response includes all major components: accurate accounts of the topic area, critical analysis of the topic area, and scholarly or professional application of the topic area.
- The response demonstrates synthesis of ideas presented, and the implications of these insights for the learner’s future learning are noted.

Information about accessing the grading rubric for this assignment is provided below.

**Unit IV Essay**

Research the Kelley model of followership beginning with the article by Bjugstad, Thach, and Thompson (2006):


Then, write an essay that addresses the following elements:
Describe Kelley's effective followership.
Describe how a leader might utilize the Kelley model of followership to assess follower effectiveness.
Identify the categories of followers.
Explain how knowledge of effective followership can help one's leadership perspective.
Discuss how a leader might develop individuals into more effective followers.

Utilize the CSU Online Library to locate two sources to use as references that support your essay. Your essay should be two to three pages in length.

Be sure to include the rubric elements from the guidelines below:

- The introduction engages the reader in the topic with some form of creative "hook" (such as a story, quote, example, etc.) and provides a clear background for the topic so that readers can gain an understanding of the purpose of the paper.
- The quality of the discussion is clear and appropriate, providing strong evidence of critical thinking.
- The organization results in clarity and presents logically arranged points to support the proposed solution.
- The writing is clear and concise with correct sentence structure, grammar, and punctuation, and it is free from spelling errors.
- The number of credible academic sources meets or exceeds requirements, and they are properly cited using APA format.

Information about accessing the grading rubric for this assignment is provided below.

Unit V Case Study

For this assignment, you will first review the following case study:

A textile manufacturer is closing its North Carolina plant and moving the production of its products to a developing nation in Southeast Asia. The primary reason for the move is because the lower labor cost will allow the organization to benefit from the new location.

Proponents of the decision laud the move as a means to save the organization by taking advantage of the free market and finding cheaper methods of producing the company's goods.

Opponents of the decision state that a trust existed between the company and the employees and that a breach of trust will occur due to this decision. Additionally, opponents cite recent findings that contractors in the Southeast Asia region, where the company is moving, have been cited for utilizing child labor and failing to provide working conditions equivalent to those in the United States.

Officials in the Southeast Asia region have answered the criticisms of the use of child labor by pointing out that oftentimes children are the only individuals in a family who are capable of working, and to deny them that opportunity would create even greater hardships on the already desperately poor population.

Next, review the article by Peslak (2005), and reflect on what you have learned about deontological (actions focused) and teleological (consequences focused) frameworks.


For this assignment, you will now write a paper that discusses whether this move discussed in the case study is ethical from the perspective of ONE of the following stakeholders:

- workers in North Carolina,
- stockholders (owners), or
- workers in Asia.

Utilize the CSU Online Library to locate two sources to use as references to support your paper. Your paper should be two to three pages in length.

Be sure to include the rubric elements from the guidelines below:

- The analysis should present an insightful and thorough discussion with strong arguments and evidence.
- The content should be highly relevant and informative while remaining on topic.
- Accuracy and close attention to detail should be clearly evident in all parts of the assignment.
- The writing should be clear and concise with proper sentence structure, grammar, and punctuation, and it should be free from spelling errors.
- The number of sources should meet or exceed assignment requirements, and all sources should be academically credible and properly cited using APA formatting.

Information about accessing the grading rubric for this assignment is provided below.

Unit VI PowerPoint Presentation

For this assignment, imagine that you have been tasked with preparing a cultural brief for an upcoming trip that will put you and your travel companions in touch with a different societal cluster. Choose one cluster other than the one in which you currently operate, and create a PowerPoint presentation that addresses the following items:
List and describe the cultural cluster that will be visited. 
Provide information on cultural norms from the cluster to be visited, including specific information from the GLOBE study (see article by Javidan, Dorfman, De Luque, and House in the unit's required readings). 
Describe the leadership approaches preferred in the cluster that will be visited. 
Describe considerations for leading multicultural teams. 

Utilize the in-class materials to support the content of this presentation and include at least one image in your presentation. Your PowerPoint presentation should be 7 to 10 slides in length. The title and reference slides do not count toward the total slide count.

Be sure to include the rubric elements from the guidelines below:

- Your presentation should have originality, and the content should be presented in a unique and interesting manner.
- The analysis should be thorough and fully developed.
- The organization should be clear. The main points should be arranged logically to support the information provided, with similar ideas grouped together with smooth transitions.
- All graphics and texts should be appropriate, attractive, and support the theme and content. Be sure to use a consistent and appropriate background.
- Any sources used should be properly cited and referenced according to APA format.
- The writing should be clear and concise with proper sentence structure, grammar, and punctuation, and it should be free from spelling errors.

Information about accessing the grading rubric for this assignment is provided below.

Unit VII Research Paper

Write a research paper that analyzes methods used to appropriately manage teams and groups within organizations. In your research paper, be sure to include the following elements:

- Distinguish between a group and a team.
- Distinguish between Teamthink and Groupthink (in the Manz & Neck article), and identify benefits and drawbacks.
- Discuss the process of evolving a group into a team and the importance of organizational culture in that process.
- Discuss leadership styles that are effective for successful management of multicultural groups and teams.
- Include a discussion on any aspect of leadership covered in the course that was of particular interest to you. All topics do not need to be included, but followership, ethics, leadership styles, multicultural leadership are all topics that have been studied, and any one (or more) that you found particularly interesting could be incorporated into the discussion.

Utilize the CSU Online Library to locate five sources to use as references that support your research paper. Your research paper should be four to six pages in length.

Be sure to include the rubric elements from the guidelines below:

- Your introduction should engage the reader and clearly present the thesis and a summary of the main points to clarify your point of view.
- The review of the literature should present a critical analysis and synthesis of the existing research.
- The discussion should reveal insightful analysis of research.
- A summary should be present that reviews or summarizes key points and provides a smooth transition between sections.
- The writing should be clear and concise with proper sentence structure, grammar, and punctuation, and it should be free from spelling errors.
- The number of academically credible sources should meet the requirements and should be properly cited, per APA standards.

Information about accessing the grading rubric for this assignment is provided below.

Unit VIII Article Critique

The Brisson-Banks (2010) article in the required reading for this unit compares the five different change management models presented in this unit. It also describes various situational variables that could influence the effectiveness of each model. Utilizing all of the knowledge accumulated through this unit and the previous units, write a critique of the article below:


In your article critique, be sure to include the following elements:

- Evaluate different aspects of organizational change.
- Discuss the role that leader vision plays in a change management strategy.
- Discuss how effective change initiatives can influence organizational performance.
- Compare leadership styles to the models of change.

Utilize the CSU Online Library to locate two sources to use as references (in addition to using the Brisson-Banks article) that support your article critique. Your article critique should be two to three pages in length.

Be sure to include the rubric elements from the guidelines below:
accurate identification of the premise and supporting points from the article;
insightful and thorough analysis of information from the article, including using evidence and reasonable and compelling interpretations;
critical thinking clearly stating your informed and substantiated opinion, thorough evaluation of article’s premise, and supporting points;
organization resulting in clarity and logically arranged points to support the proposed solution;
academically credible sources meeting the assignment requirements and reference entries following APA format; and
clear and concise writing with proper sentence structure, grammar, and punctuation, and free from spelling errors.

Information about accessing the grading rubric for this assignment is provided below.

**APA Guidelines**

The application of the APA writing style shall be practical, functional, and appropriate to each academic level, with the primary purpose being the documentation (citation) of sources. CSU requires that students use APA style for certain papers and projects. Students should always carefully read and follow assignment directions and review the associated grading rubric when available. Students can find The CSU Citation Guide by clicking [here](#). This document includes examples and sample papers and provides information on how to contact the CSU Writing Center.

**Grading Rubrics**

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include (1) Discussion Board, (2) Assessment (Written Response), and (3) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Discussion Board rubric can be found within Unit I’s Discussion Board submission instructions.

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting “Tools” and then “My Grades.”

*Again, it is vitally important for you to become familiar with these rubrics because their application to your Discussion Boards, Assessments, and Assignments is the method by which your instructor assigns all grades.*

**Communication Forums**

These are nongraded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged but not required. You can access these forums with the buttons in the Course Menu.

*Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.*

**Ask the Professor**

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to e-mail your professor. Responses to your post will be addressed or e-mailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

**Student Break Room**

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.
The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.

### Unit I
**Introduction to Leadership**

| Read/View: | Unit I Study Guide  
|           | Reading Assignments (5 articles): See Study Guide |
| Discuss:  | Unit I Discussion Board  
| Submit:   | Unit I Essay |

### Unit II
**Leadership Styles and Decision-Making**

| Read/View: | Unit II Study Guide  
|           | Reading Assignments (5 articles): See Study Guide |
| Discuss:  | Unit II Discussion Board  
| Submit:   | Unit II Case Study |

### Unit III
**Motivation and Power**

| Read/View: | Unit III Study Guide  
|           | Reading Assignments (7 articles): See Study Guide |
| Discuss:  | Unit III Discussion Board  
| Submit:   | Unit III Reflection Paper |

### Unit IV
**Followership**

| Read/View: | Unit IV Study Guide  
|           | Reading Assignments (3 articles): See Study Guide |
| Discuss:  | Unit IV Discussion Board  
| Submit:   | Unit IV Essay |

### Unit V
**Ethics**

| Read/View: | Unit V Study Guide  
|           | Reading Assignments (5 articles): See Study Guide |
| Discuss:  | Unit V Discussion Board  
<p>| Submit:   | Unit V Case Study |</p>
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<th>Unit VI</th>
<th>Multicultural Implications [Weight: 13%]</th>
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| **Read/View:** | - Unit VI Study Guide  
- Reading Assignments (2 articles): See Study Guide |
| **Discuss:** | - Unit VI Discussion Board 2% |
| **Submit:** | - Unit VI PowerPoint Presentation 11% |

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<th>Unit VII</th>
<th>Groups, Teams, and Organizational Culture [Weight: 20%]</th>
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| **Read/View:** | - Unit VII Study Guide  
- Reading Assignments (3 articles): See Study Guide |
| **Discuss:** | - Unit VII Discussion Board 2% |
| **Submit:** | - Unit VII Research Paper 18% |

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<th>Unit VIII</th>
<th>Change Management and Personal Reflection [Weight: 12%]</th>
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| **Read/View:** | - Unit VIII Study Guide  
- Reading Assignments (1 article): See Study Guide |
| **Discuss:** | - Unit VIII Discussion Board 2% |
| **Submit:** | - Unit VIII Article Critique 10% |