Course Description

Examines critical issues in leadership using a case analysis method. Explores the role of leadership in current business organizations. Serves as the capstone course for the Master of Science in Organizational Leadership curriculum and includes a significant writing component.

Prerequisites

None

Course Textbook


Course Learning Objectives

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

1. Explain the meaning of leadership and how it differs from management and influences organizational performance.
2. Compare the differences between charismatic and transformation leadership.
3. Assess how leadership skills are developed and the major satisfactions and frustrations associated with the leadership role.
4. Compare general and task-related traits that contribute to leadership effectiveness and analyze how emotional intelligence, key motives, cognitive factors and the heredity versus environment issues contribute to leadership effectiveness.
5. Analyze the traits, communication styles, visionary components and behaviors of charismatic leaders.
6. Create an action plan for improving your charisma and leadership skills.
7. Assess the nature and dynamics of transformational leadership.
8. Explain relationship-oriented and task-oriented attitudes and behaviors.
9. Summarize how leaders use 360-degree feedback to improve their performance.
10. Compare the autocratic and participative leadership styles.
11. Analyze how the situation influences the choice of leadership objectives.
12. Assess the effectiveness of the contingency theory of leadership.
13. Explain the path-goal theory of leadership effectiveness and the situational leadership model.
14. Assess the most appropriate decision-making style in a situation using the normative decision model.
15. Explain the cognitive resource theory and its applications.
16. Recommend an approach to contingency management for leading an entire enterprise and the basics of leadership during a crisis.
17. Analyze the key principles of ethical and moral leadership and decision-making.
18. Compare the connection between business ethics and organizational performance.
19. Summarize the types of power and tactics used for becoming an empowered leader.
20. Assess the difference between team leadership and solo leadership and the advantages and disadvantages of working in a group.
Credits

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

Course Structure

1. **Unit Learning Objectives:** Each unit contains Unit Learning Objectives that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Written Lectures:** Each unit contains a Written Lecture, which discusses lesson material.
3. **Reading Assignments:** Each unit contains Reading Assignments from one or more chapters from the textbook. Supplemental Readings are provided in Units I-V and VII-VIII to aid students in their course of study.
4. **Learning Activities (Non-Graded):** These non-graded Learning Activities are provided to aid students in their course of study.
5. **Key Terms:** Key Terms are intended to guide students in their course of study. Students should pay particular attention to Key Terms as they represent important concepts within the unit material and reading.
6. **Discussion Boards:** Discussion Boards are a part of all CSU term courses. Information and specifications regarding these assignments are provided in the Academic Policies listed in the Course Menu bar. A grading rubric is included with the Discussion Board question in Unit VII. Specific information about accessing this rubric is provided below.
7. **Unit Assessments:** Grading rubrics are included with the Unit V and VIII Assessments. Specific information about accessing these rubrics is provided below.
8. **Unit Assignments:** Students are required to submit for grading Unit Assignments in Units IV and VII. Specific information and instructions regarding these assignments are provided below. A grading rubric is included with the assignment in Unit VII. Specific information about accessing this rubric is provided below.
9. **Scholarly Paper:** Students are required to submit for grading a Scholarly Paper in Unit VIII. Information and specifications regarding the scholarly paper are provided below.
10. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.
11. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

Unit Assignments

**Unit IV Case Study**

Read the Minicase “Paying Attention Pays Off for Andra Rush” on page 308 of the textbook and answer all of the questions at the end of the case. In completing this assignment the University requires that you follow APA guideline in preparing citations and references. There is no specific word limit; however, responses are to be complete and succinct.

**Unit VII Case Study**

Read the Minicase “Innovation at IKEA” on page 571 of the textbook and answer all of the questions at the end of the case. In completing this assignment the University requires that you follow APA guidelines in preparing citations and references. Your case study should consist of no less than 300 words.

**Scholarly Paper**

Select a topic that interests you and is related to the contents of this course. Write a 10-12 page scholarly paper (excluding the title page, bibliography, and appendices) on the topic of your choice.

Please supply your professor an outline of your paper, before you begin writing. In addition to your primary text, you are required to use a minimum of three additional references from professional journals and books to support your scholarly paper. The APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed.
APA Guidelines

CSU requires that students use the APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. A document titled “APA Guide” is available for you to download from the APA Guide link, found in the Learning Resources area of the myCSU Student Portal. It may also be accessed from the Student Resources link on the Course Menu. This document includes examples and sample papers and provides links to The CSU Success Center and the CSU Online Library staff.

Blackboard Grading Rubrics

Discussion Board Rubrics

One or more Discussion Board questions in this course utilize a Blackboard Grading Rubric. A rubric is a tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of the discussion question. Your professor will use the Blackboard Grading Rubric to assign points and provide feedback.

You are encouraged to view the rubric before submitting your response. This will allow you to review the evaluation criteria as you prepare your response. You may access the rubric in “My Grades” through the “Tools” button in your course menu. Click the “View Rubric” link to see the evaluation criteria for the discussion question. Upon receiving your discussion question grade, you may view your grade breakdown and feedback in the rubric.

Unit Assessment Rubrics

One or more “written response” questions in this course utilize a Blackboard Grading Rubric. A rubric is a tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of the written response question. Your professor will use the Blackboard Grading Rubric to assign points and provide feedback.

You are encouraged to view the rubric before submitting your response. This will allow you to review the evaluation criteria as you prepare your response. You may access the rubric by clicking on the “View Rubric” icon next to the written response question within the assessment. Upon receiving your assessment grade, you may view your grade breakdown and feedback in the rubric within the assessment.

Assignment Rubrics

One or more assignments in this course utilizes a Blackboard Grading Rubric. A rubric is a tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of an assignment. Your professor will use the Blackboard Grading Rubric to assign points and provide feedback for the assignment.

You are encouraged to view the assignment rubric before submitting your work. This will allow you to review the evaluation criteria as you prepare your assignments. You may access the rubric in “My Grades” through the “Tools” button in your course menu. Click the “View Rubric” link to see the evaluation criteria for the assignment. Upon receiving your assignment grade, you may view your grade breakdown and feedback in the rubric.

CSU Grading Rubric for Papers/Projects

The course papers will be graded based on the CSU Grading Rubric for all types of papers, unless otherwise specified within assignment instructions. In addition, all papers will be submitted for electronic evaluation to rule out plagiarism. Course projects will contain project specific grading criteria defined in the project directions. To view the rubric, click the Academic Policies link on the Course Menu, or access it through the CSU Grading Rubric link found in the Learning Resources area of the myCSU Student Portal.

Communication Forums

These are non-graded 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. Instructions for subscribing/unsubscribing to these forums are provided below.

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 email your professor. Responses to your post will be addressed or emailed 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.

Grading

- Discussion Board (8 @ 3%) = 24%
- Unit Assessments (8 @ 5%) = 40%
- Case Studies (2 @ 10%) = 20%
- Scholarly Paper = 16%
- Total = 100%

Course Schedule/Checklist (PLEASE PRINT)

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.
By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

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<thead>
<tr>
<th>Unit I</th>
<th>Leadership Overview</th>
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<td><strong>Learning Activities (Non-Graded):</strong> See Study Guide</td>
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<tr>
<td><strong>Read:</strong></td>
<td>Chapter 1: Leadership Is Everyone’s Business</td>
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<td>Chapter 2: Leadership Involves an Interaction between the Leader, the Followers, and the Situation</td>
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<th>Developing and Assessing Leadership</th>
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<tr>
<td><strong>Read:</strong></td>
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# Course Schedule

## Unit IV: Improving Leadership Skills

### Review:
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

### Read:
- Chapter 8: Leadership Behavior
- Part Two Leadership Skills
- **Supplemental Reading:** See Study Guide

### Discuss:
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

### Submit:
- **Assessment** by Tuesday, Midnight (Central Time)
- **Case Study** by Tuesday, Midnight (Central Time)

### Notes/Goals:

## Unit V: Exercising Leadership Skills

### Review:
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

### Read:
- Chapter 9: Motivation, Satisfaction, and Performance
- Chapter 10: Groups, Teams and Their Leadership
- **Supplemental Reading:** See Study Guide

### Discuss:
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

### Submit:
- **Assessment** by Tuesday, Midnight (Central Time)

### Notes/Goals:

## Unit VI: Leaders and Followers

### Review:
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

### Read:
- Part Three Leadership Skills

### Discuss:
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

### Submit:
- **Assessment** by Tuesday, Midnight (Central Time)

### Notes/Goals:
## Unit VII: Importance of the Situation to Leadership

### Review:
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

### Read:
- Chapter 11: Characteristics of the Situation
- Chapter 12: Contingency Theories of Leadership
- **Supplemental Reading:** See Study Guide

### Discuss:
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- **Discussion Board Comment:** Comment on another student's Discussion Board response by Tuesday, Midnight (Central Time)

### Submit:
- **Assessment** by Tuesday, Midnight (Central Time)
- **Case Study** by Tuesday, Midnight (Central Time)

### Notes/Goals:

## Unit VIII: Specific Leadership Situations

### Review:
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

### Read:
- Chapter 13: Leadership and Change
- Part Four Leadership Skills
- **Supplemental Reading:** See Study Guide

### Discuss:
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- **Discussion Board Comment:** Comment on another student's Discussion Board response by Tuesday, Midnight (Central Time)

### Submit:
- **Assessment** by Tuesday, Midnight (Central Time)
- **Scholarly Paper** by Tuesday, Midnight (Central Time)

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