ROSE STATE COLLEGE

Division Course Syllabus

Division  Humanities  Course Prefix and Number  LEAD 2113
Course Title  Introduction to Leadership Theory and Practice
Semester and Year Submitted  Fall 2014  Credit Hours  3
Prepared by  James J. Cook
Hours Per Week: Class  3  Lab  0

Course Description (as it appears in Catalog)

This course is a broad overview of the study and practice of leadership of benefit to both emerging and experienced leaders. Topics of study include trait and behavior theories, charismatic and transformational leadership, leadership ethics and values, human relations and the empowerment of people, the team concept and group dynamics, leader as coach and developer of people, cultural diversity, stress in the workplace, and performance management for organizational success. Prerequisite: None.

Prerequisites  None

Text(s):  Title  The Art of Leadership, 4th edition

Author  George Manning and Kent Curtis
Publisher  McGraw-Hill Irwin
Copyright Date  2012
ISBN #  978-0-07-802908-0
Reading Level  13
Supplemental Materials:  (Other books, audio visual aids, etc.)  None
Outline for Remainder of Syllabus:

Rationale:
Leadership is required in every field of work and in virtually every organization and activity within society. By understanding leadership and its challenges, appreciating the importance of caring leadership, and developing the skills required for effective leadership, students from all major fields within the College will, through this course, gain knowledge and skills that will prepare and motivate them to lead others when the opportunity occurs.

Expected Outcomes:
Upon completion of the course, students should
1. Know the importance of leadership and its many styles and variables.
2. Know how to develop and articulate a vision for a group.
3. Know the importance of ethical leadership.
4. Know how to empower followers and effectively evaluate performance.
5. Know how to improve employee morale and teamwork.
6. Understand how personality, culture, and gender of people impact the leader/follower equation.
7. Know how to effectively delegate and deal with individual differences in followers.
8. Know how to develop followers through coaching and mentoring.
9. Know how to evaluate performance and provide effective discipline.

Methods of Instruction: (Methods of instruction will vary with each instructor.)
Lecture and Discussion
Internet or Computer-Based Instruction
Individualized Approach: Numerous inventories, questionnaires, and role-playing exercises throughout the semester will help each student evaluate his or her current levels of leadership knowledge, preferences, and styles.

Assessment (including critical thinking measurements):
Students will be required to demonstrate their knowledge of the course content, as identified in the learning goals, on written examinations, on completion of assigned Study Guides covering text materials and exercises, and in participation in class discussions and group exercises.
Suggested:
47% - Written examinations over course content
12% - Attendance and active participation in classroom discussion and exercises.
41% - Reading/writing assignments (study guides) covering each of 18 chapters.

Learning Objectives:
Unit 1: The Importance of Leadership and Leadership Variables (outcome 1)
On a written examination, students will demonstrate that they can do the following:
1. Define leadership and discuss its importance.
2. Describe how the qualities of individual and environmental factors influence the leadership process.
3. List five attributes followers want to see in a leader.
4. Compare and contrast management and leadership.
5. Identify the satisfactions and frustrations of leadership.
6. Describe the elements of caring leadership.
7. Describe the variables that determine leadership effectiveness.
8. List nine key areas a successful leader must master.
9. Define and contrast leadership trait theory, behavior theory and contingency theory.
10. Describe transformational leadership.
11. List ten leadership qualities.
12. Identify six principles of trust for leadership effectiveness.
13. Explain four situational factors that influence the leadership process.
14. List three leadership styles and identify your preferred style.

Unit 2: The Power of Vision (outcome 2)
On a written examination, students will demonstrate that they can do the following:
1. Explain the role of vision for leadership success.
2. Describe how a leader creates and implements a powerful vision.
3. Describe the importance of alignment and prioritization.
4. List the social motives for assuming the tasks of leadership.
5. List the basic requirements for developing an effective vision statement.
6. Compare exploitive, impoverished, supportive, and enlightened leadership.
7. Describe the elements of building a feeling of community in the workplace.

Unit 3: The Importance of Ethics (outcome 3)
On a written examination, students will demonstrate that they can do the following:
1. Explain the importance of ethics at work.
2. Identify the levels and stages of moral development.
3. Discuss why courage is an essential trait for value-based leadership.
4. Explain why honesty is one of the most important leadership values.
5. List the six values of a caring leader.
6. Describe why ethics at work are important for leaders.

Unit 4: The Empowerment of People (outcome 4)
On a written examination, students will demonstrate that they can do the following:
1. Describe the philosophy and practice of participative leadership.
2. Describe and discuss leadership as a calling to serve.
3. Differentiate between the sources and types of leadership power.
4. Identify practical steps a leader can take to empower others and develop a high-performance workplace.
5. Identify the historical roots of the quality movement.
6. List three quality improvement programs used throughout the world.

Unit 5: Leadership Principles (outcome 5)
On a written examination, students will demonstrate that they can do the following:
1. List at least five of the policies and techniques used to maximize employee morale.
2. List ten actions by a leader to develop a high-morale, high-performance workforce.
3. Explain why human relationships are important in leading a group.
4. Identify the elements of effective listening.
5. Discuss the factors that make a job satisfying.
6. Describe the X-Y Theory of Management and identify the elements of an “enlightened” workplace.
7. List what the leader can do to develop communication, teamwork, and a one-team attitude.
8. List actions a leader should take when followers complain.
9. Identify group member roles that help build and sustain a high-performing group.
10. Discuss actions to take in dealing with problem behavior.
11. Describe the four stages of team development.

Unit 6: Understanding People (outcome 6)
On a written examination, students will demonstrate that they can do the following:
1. Demonstrate an understanding of the various motivations behind why people do what they do.
2. Discuss the transformational power of human motivation.
3. Identify actions that lead to achieving employee engagement.
4. Define emotional intelligence.
5. Explain the power of words when spoken from the heart.
6. Diagnose strengths and weaknesses in the art of persuasion.
7. List team building interventions and techniques.
8. Elaborate on why diversity is an important subject for leadership effectiveness.
9. Discuss how leaders can play a pivotal role in dealing with gender, age, and cultural diversity within a group.
10. Describe what the leader can do to achieve the benefits of diversity and avoid the pitfalls of prejudice.

Unit 7: Multiplying Effectiveness (outcome 7)
On a written examination, students will demonstrate that they can do the following:
1. List the steps and rules for effective delegation.
2. List the proper methods to assign work and give orders.
3. Differentiate between the types and skills needed at each level of management.
4. Discuss the concept of person-person fit based on personality types and job families.
5. Describe how personality differences affect communication and effective work relations.
6. List and explain the strengths and needs of your own personality—traditional, participative, or individualistic.
7. List the steps you can take to improve communication with someone with a different personality.

Unit 8: Developing Others (outcome 8)
On a written examination, students will demonstrate that they can do the following:
1. Describe the role of the leaders coach and developer of people.
2. Identify the conditions conducive to the growth of individual followers.
3. Describe how a leader can help people through change, including the importance of attitude and personal example.
4. List the basic rules for succeeding in one’s work.
5. List the conditions a leader can create that attract and retain good people.
6. Identify where you are in the burnout process, including steps that can be taken for emergency, short-term, and long-term aid.

Unit 9: Performance Management (outcome 9)
On a written examination, students will demonstrate that they can do the following:
1. Discuss the three components of performance management: planning, coaching, and correcting.
2. Describe how both an employee and a supervisor should prepare for a performance review.
3. Discuss the Level 5 Hierarchy of Leadership.
4. Identify how to model and reinforce high standards of conduct, including upholding core values and using a caring confrontation when corrective action is necessary.
5. Discuss the principles of providing effective discipline and ensuring a sense of organizational justice.