PA201: “Leadership in Theory and Practice”
Winter Semester 2004
Tuesday and Thursday 11:00 am – 12:15 pm
Know, Be, Do! ~ Exploring Leadership

Instructors

Dr. Sheilah W. Bishop  Trent A. Engbers  Jared N. Tippets
Associate Professor  Wakonse Fellow  Advisor, Leadership Residential College
Truman School of Public Affairs  Coordinator, Leadership Development  Office: 118 Pershing Commons
Office: 120 Middlebush Hall  Office: A013 Brady Commons  Office #: 882-4242
Office #: 882-4398  Home #: 445-2099  Home #: 474-3291
E-mail: BishopS@missouri.edu  E-mail: engberst@missouri.edu  E-mail: jntdkd@mizzou.edu
Office Hours: By Appointment  Office Hours: By Appointment

Course Objectives
The Advanced Leadership Class will engage you in experiential and interactive learning initiatives designed to help you:
* identify and develop a personal leadership style, as influenced by theory and personal experience;
* interact with change agents;
* become aware of current leadership literature;
* learn an overview of contemporary leadership theories;
* increase your competencies in the skills essential for effective leadership;
* explore, participate, and reflect on the concept of leadership for social change;
* apply you leadership skills and knowledge through participation in experiential education and community service.

Course Expectations
This class is designed to be a writing intensive course that will be taught seminar style. In an interactive way, we will explore advanced leadership theories. Active learning on the part of each individual is an essential component of this valuable experience. Active learning involves more than just attending class and completing course assignments—it requires that you engage in the critical reflection of readings and class discussions, question unclear concepts and ideas, formulate individual perspectives on the issues raised in the course, and actively participate in the exchange of ideas with peers. Your contributions to this process include:
* Arriving to class on time with class materials;
* reading and reflecting on assignments prior to class;
* actively participating in class discussions and activities (this includes both sharing ideas and actively listening to the views of others);
* completing all assignments by designated due dates.

The instructors’ contributions to this process will be:
* being approachable and available to students;
* facilitating the development of an open, flexible, and collaborative learning community;
* being on time and prepared for class meetings;
* providing clear and constructive feedback;
* returning all assignments in a timely manner.

Of those to whom much is given, much is required.
John F. Kennedy
Course Policies

Class Times and Locations - Class will meet every Tuesday and Thursday from 11:00 am – 12:15 pm. In addition to our weekly meetings, there will be several required out-of-class activities throughout the year. These dates and locations are also included in this syllabus. Please note these additional meetings and plan your schedules accordingly.

Attendance - Regular class attendance is a vital component of active learning. Attendance will be taken every class period. If you are unable to attend a class, please contact one of the instructors prior to the class. Your course grade will drop one letter grade for your third unexcused absences each semester. For example, after your third missed class, the highest grade you could attain would be a B.

Class Participation - Again, due to the interactive and experiential nature of this class, active involvement with the course material, your classmates, and our guests is essential for a high quality experience. Given this fact, participation will account for 150 points of your final course grade.

Cell Phones – Please turn your cell phones to silence or vibrate. Ringing cell phones during class will result in major deductions from class participation points.

Course Credit and Grading – The Advanced Leadership Class is a 3 credit class.

<table>
<thead>
<tr>
<th>Grading Scale</th>
<th>Point Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000-975</td>
<td>Paper 1: Movie Project Paper                          200 points</td>
</tr>
<tr>
<td>974-935</td>
<td>Paper 2: Change Agent Interview Paper              200 points</td>
</tr>
<tr>
<td>934-895</td>
<td>Paper 3: Leadership Theory Paper &amp; Presentation    250 points</td>
</tr>
<tr>
<td>894-865</td>
<td>Paper 4: Personal Leadership Philosophy Paper      200 points</td>
</tr>
<tr>
<td>864-825</td>
<td>Attendance &amp; Participation                           150 points</td>
</tr>
<tr>
<td>824-795</td>
<td>Total                                                1000 points</td>
</tr>
<tr>
<td>794-765</td>
<td></td>
</tr>
<tr>
<td>764-735</td>
<td></td>
</tr>
<tr>
<td>734-695</td>
<td></td>
</tr>
</tbody>
</table>

Required Readings – There are two required readings for this class. All class participants are required to read:

2. And a book selected from a list by the instructors

ADA Statement - If you have special needs as addressed by the Americans with Disabilities Act (ADA) and need assistance, please notify the Office of Disability Services, A048 Brady Commons, 882-4696 or course instructor immediately. Reasonable efforts will be made to accommodate your special needs.

Academic Honesty - Academic honesty is fundamental to the activities and principles of a university. All members of the academic community must be confident that each person's work has been responsibly and honorably acquired, developed, and presented. Any effort to gain an advantage not given to all students is dishonest whether or not the effort is successful. Violating academic honesty is an extremely serious matter, and will result in an “F” in this class, as well as possible probation or expulsion from the institution. When in doubt about plagiarism, paraphrasing, quoting, or collaboration, consult the course instructor.

Course Outline

Location Memorial Union South 204 unless specified
<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Sub-Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Crisis of Leadership</td>
<td>History of Leadership</td>
</tr>
<tr>
<td>2</td>
<td>What is Leadership</td>
<td>Disciplinary Influence in Leadership</td>
</tr>
<tr>
<td>3</td>
<td>Historical View of Leadership</td>
<td>Controversial Issues in Leadership</td>
</tr>
<tr>
<td>4</td>
<td>Modern Views of Leadership</td>
<td>Leadership and the Adaptive Process</td>
</tr>
<tr>
<td>5</td>
<td>The Relationship</td>
<td>Building Learning Organizations</td>
</tr>
<tr>
<td>6</td>
<td>The Environment</td>
<td>The Leadership Environment/Orgs</td>
</tr>
<tr>
<td>7</td>
<td>Leading Individuals</td>
<td>Power and Motivation</td>
</tr>
<tr>
<td>8</td>
<td>Leading Groups</td>
<td>Gender and Cultural Implication</td>
</tr>
<tr>
<td>9</td>
<td>The Skills of a Leader</td>
<td>Planning, Organizing, and Politics</td>
</tr>
<tr>
<td>10</td>
<td>Leadership in Practice</td>
<td>Visiting Leaders</td>
</tr>
<tr>
<td>11</td>
<td>Practicing Moral Leadership</td>
<td>Ethics/Morality and Leadership</td>
</tr>
<tr>
<td>12</td>
<td>Class Presentations</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Class Presentations</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Class Presentations</td>
<td></td>
</tr>
</tbody>
</table>

If you stop learning today, you stop leading tomorrow.

Howard Hendricks
Class Participation

Guidelines for credit
Your class participation will be based on five factors for a total of 150 points.

1. **Attendance**: You will receive 3 points for every class attended

2. **Reflection Papers**: 13 classes will conclude with a mini reflection question. Completion of these questions will result in 2 points for each reflection submitted. If 13 questions are not assigned then full credit will be given for the remainder of questions.

3. **Quantity of content**: Active verbal participation is anticipated on a regular basis and responsive listening is expected every class. Attentive behavior and regular response will result in 30 points.

4. **Quality of contribution**: Discussion of substance and insightful responses to questions will result in full credit. High quality responses will give examples or will provide insights from the readings. If you have questions if your responses are substantive, please ask. 30 points

5. **Other**: Occasionally throughout the semester small assignments (taking no less than 15-20 minutes will be assigned). Completion of these assignments results in 15 points. If no small assignments are given, then full credit will be allotted.

<table>
<thead>
<tr>
<th>Class Aspect</th>
<th>Possible Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance 3 * 15</td>
<td>45</td>
</tr>
<tr>
<td>Reflection Papers 2 *13</td>
<td>26</td>
</tr>
<tr>
<td>Quantity of contribution:</td>
<td>30</td>
</tr>
<tr>
<td>Quality of contribution:</td>
<td>35</td>
</tr>
<tr>
<td>Other</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>150</td>
</tr>
</tbody>
</table>
Paper 1: Movie Project

Purpose:
1) Many argue that leadership is hard to describe but easy to see. The aim of this project is the observation and analysis of moments of leadership.
2) To provide you with an opportunity for reflection and the articulation of your thoughts on a particular leadership theory of your choice.

Assignment:
1) Watch an instructor approved movie
2) Write - You will then write a paper about how the different leadership styles practiced by different characters in the film. This paper should be a minimum of 5 pages (double-spaced, 12 point font), but more suggested.

This paper and presentation will account for 200 points of your final course grade. Factors considered in assigning grades will include:
1. Content – 60%
   i. the integration of class discussions, personal experiences, and the movie you watched
   ii. a well written paper outlining the different leadership styles presented in the movie
   iii. connections to current literature, class readings, and class discussions
2. Style – 20%
3. Grammar & Spelling – 20%

Due Date:
1st Draft of paper – February 10, 2004
Final Copy of paper – February 19, 2004

“Those who say it cannot be done, Should not interrupt the person doing it!”
~ Author unknown
Purpose
1) To enrich your understanding of social issues facing our communities.
2) To explore, practice, and reflect on the concepts of civic leadership and social activism.
3) To gather the information essential to the creation of a meaningful leadership service

This assignment serves as the foundation to enhancing your understanding of the diverse economic, sociological, and cultural factors that influence the community in which you live.

Assignment
1) Identify an issue within the community that interests you.
2) Identify a Change Agent that you could interview about your issue.
3) Write a paper that includes the following information. This paper should be a minimum of 5 pages (double-spaced, 12 point font), but more suggested:
   a. Introduction to the social issue or community need
   b. How your interviewee practices leadership to influence change
   c. Connections to current literature, class readings, and class discussions
   d. Thoughts and insights into what you learned from your interview

The Interviews with Community Change Agents will account for 200 points of your final course grade. Factors considered in assigning a grade for this assignment will include:
1. Content – 60%
   i. depth of information provided in the written summary
   ii. a well written paper outlining the leadership style used by the change agent
   iii. knowledge of social issue and relevance to the Columbia community
   iv. connections to current literature, class readings, and class discussions
2. Style – 20%
3. Grammar & Spelling – 20%

Due Date:
1st Draft of paper – March 9, 2004
Final Copy of paper – March 18, 2004

The best way to find yourself is to lose yourself in the service of others.
~ Mahatma Gandhi
Purpose:

1) To provide you with an opportunity for reflection and the articulation of your thoughts on a leadership theory of your choosing.

Assignment:

1) Read - You will be required to read a book from the list of suggested readings (or a book of your choice as approved by the instructors).
2) Write - You will then write a comprehensive paper about your book. NOTE: This is not a book report. You should provide some summary, but you also must apply and analyze your learning from the book. This paper should be a minimum of 5 pages (double-spaced, 12 point font), but more suggested.
3) Presentation – You will be required to do a half hour presentation in front of the class about your book.

This paper and presentation will account for 250 points of your final course grade. Factors considered in assigning grades will include:

1. Content – 40%
   i. the integration of class discussions, personal experiences, and the book you chose to read
   ii. depth of information provided in the written summary
   iii. balance of critical analysis and personal reflection
   iv. connections to current literature, class readings, and class discussions
2. Style – 20%
3. Grammar & Spelling – 20%
4. Professionalism of Presentation – 20%

Due Date:

1st Draft of Paper – April 6, 2004
Final Copy of Paper – April 15, 2004

“To become a leader you must become yourself, become the maker of your own life.”

~ W. Bennis
Paper 4: Personal Leadership Philosophy Paper

Purpose:
1) To develop a personal definition of leadership that incorporates contemporary leadership studies.
2) To identify the core principles that influence your actions and belief systems.
3) To create a self-portrait (including values and personal goals) that will offer guidance when faced with tough leadership decisions.

This assignment is designed to provide you with an opportunity to synthesize the diverse issues of leadership addressed in Advanced Leadership Seminar and create a concise document that articulates your personal philosophy of leadership. The process of developing a personal leadership statement will help you clarify the core principles that guide your actions and establish a self-portrait of the leader you hope to become.

Assignment:
1) Write - You will then write a personal leadership statement that articulates the principles that will influence your actions and beliefs as you engage in the process of leadership. This is a PERSONAL statement and should represent your UNIQUE philosophy of leadership, both in content and form. There are no format restrictions for this assignment. This paper should be a minimum of 5 pages (double-spaced, 12 point font), but more suggested.

The Leadership Statement will account for 200 points of your final course grade. Factors considered in assigning a grade for this assignment will include:
1. Content – 60%
   i. articulation of the core values, principles, and goals that will influence your behavior and decisions
   ii. a well written paper outlining your personal leadership style
   iii. coherent and thorough expression of thoughts and ideas
   iv. connections to current literature, class readings, and class discussions
2. Style – 20%
3. Grammar & Spelling – 20%

Due Date:
1st Draft of Paper – May 4, 2003
Final Copy of Paper – May 13, 2004

“NEVER DOUBT THAT A SMALL GROUP OF THOUGHTFUL, COMMITTED PEOPLE CAN CHANGE THE WORLD. INDEED, IT IS THE ONLY THING THAT EVER HAS.”
~ Margaret Mead