Leadership Theories and Practices  
CCPA 5301 and EDU 5343  
Tuesday 6:30 - 9:20 PM  
Room 244, Umphrey Lee  
FALL 2003

Instructors:  
Jim Caswell      Office Hours - by appointment  
203 Perkins Administration Building 768-2821  
jcaswell@mail.smu.edu  
Dee Siscoe      Office Hours – by appointment  
302 Hughes-Trigg Student Center 768-4564  
dsiscoe@mail.smu.edu

Required Texts:  

Articles as assigned.

Course Description: An examination of the theories and skills necessary for the development of effective leadership with an emphasis on the Relational Leadership Model. The course includes opportunities for evaluating leaders and leadership behavior in a variety of contexts.

Course Objectives:  
1. To study and apply leadership theories and skills;  
2. To understand and be able to evaluate the effectiveness of various leadership behaviors in different contexts; and,  
3. To develop a knowledge of theoretical concepts and to be able to apply theories appropriately to your own personal approach to leadership.

Teaching Methods:  
This course will use the basic concepts of experiential learning theory:  
1. Abstract conceptualization through lectures, papers, guest speakers;  
2. Active experimentation through case studies, projects, field work;  
3. Concrete experiences through texts, examples and observations; and,  
4. Reflective observations through discussions, questions, papers and interviews.

Grades: Your grade will be based on the following elements:  
Five papers (NO MORE THAN 750 WORDS EACH!) 40%  
Final Paper (10-12 PAGES MAX!) 30%  
Three interviews 15%  
Class Participation 10%  
Attendance 5%
Papers
Five papers will be assigned through the semester. These papers should not exceed two pages. The paper must involve the theme discussed in class. The instructor will be evaluating your ability to relate theory discussed in class with real world examples and practices. Papers must be turned in on the date they are assigned. A written explanation MUST accompany ALL late papers. Late papers that are not accompanied by a written explanation will not be accepted.

Final Paper Due
Develop a list of 10 leadership attributes/behaviors/traits/actions/attitudes that you consider essential. Explain why you chose those 10, others you considered and eliminated. Be sure to cover the wide range of topics and ideas from your readings and class discussions.

Interviews
Each student must complete three interviews throughout the semester. Interviews should be no longer than one to one and a half pages in length. The interview should be of a person you consider to be a leader. The focus of the interview will be dependent upon the topic discussed in class the week prior to the due date. Please pay careful attention to the syllabus to check when interviews are due.

Participation and Attendance
Attendance is mandatory. Since class discussion and participation are critical components of this class and of effective leadership in “real world” situations, attendance and active classroom participation are crucial. Three unexcused absences will result in a lower letter grade. Students who accumulate five unexcused absences or more will be encouraged to drop the course. Please talk with the instructor or leave a message prior to missing class. Excused absences must accompany a doctor’s note or written explanation. The instructors reserve the right to determine if an absence is excused or not.

Grading Scale
A  = 95 or above  C+ = 79-77
A- = 94-90  C  = 76-74
B+ = 89-87  C- = 73-70
B  = 86-84  D+ = 69-67
B- = 83-80  D  = 63-60
F  = 59 or below
# Course Outline

**August 26**  
**Introduction and course overview**  
Discussion of syllabus and expectations

**September 2**  
**Theme: Leadership Theories**


**September 9**  
**Theme: Leadership Theories**


- **DUE:** *Interview #1*

**September 16**  
**Theme: Understanding Yourself & Others**


- **Activity:** True Colors – Carol Clyde, Director Leadership, Community Involvement

- **DUE:** *Reaction Paper #1 on Leadership Theories*
Course Outline (continue)

September 23  Theme: Understanding Yourself & Others


Activity: Kiersey Temperament Sorter

September 30  Theme: Followership


Guest: Jeanne Whitman, Vice President for Development and External Affairs

DUE: Interview #2

October 7  Theme: Followership


Activity: “Lord of the Flies” clip.
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<thead>
<tr>
<th>Date</th>
<th>Theme:</th>
<th>Text</th>
<th>Article #7:</th>
<th>Guest:</th>
<th>DUE:</th>
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## Course Outline (continue)

### November 11  Theme: Common Purpose


### November 18  Theme: Managing Change


**Due:** *Reaction Paper #4 on Common Purpose*

### November 25  Theme: Leading Teams and Organizations


**Activity:** To Be Announced, Carol Clyde, Director Leadership, Community Involvement

**Due:** *Reaction Paper #5 on Managing Change*

### December 2  Theme: Organizational Renewal


**Guest:** Jeff Stresse, SMU Manager for Employee & Employer Relations
<table>
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<tr>
<th>Date</th>
<th>Event</th>
<th>Details</th>
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<tr>
<td>December 9</td>
<td>Dinner at the Caswells’</td>
<td>Develop a list of 10 leadership attributes/behaviors/traits/actions/attitudes that you consider essential. Explain why you chose those 10, others you considered and eliminated. Be sure to cover the wide range of topics and ideas discussed in class.</td>
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**Articles**

University Policies and Accommodations

Disability Accommodations: Students needing academic accommodations for a disability must first contact Ms. Rebecca Marin, Coordinator, Services for Students with Disabilities (214-768-4557, 220 Memorial Health Center) to verify the disability and establish eligibility for accommodations. They should then schedule an appointment with the professor to make appropriate arrangements. (See University Policy No. 2.4.)

Religious Observance: Religiously observant students wishing to be absent on holidays that require missing class should notify their professors in writing at the beginning of the semester, and should discuss with them, in advance, acceptable ways of making up any work missed because of the absence. (See University Policy No. 1.9.)

Excused Absences for University Extracurricular Activities: Students participating in an officially sanctioned, scheduled University extracurricular activity will be given the opportunity to make up class assignments or other graded assignments missed as a result of their participation. It is the responsibility of the student to make arrangements with the instructor prior to any missed scheduled examination or other missed assignment for making up the work. (University Undergraduate Catalogue)