

PA201: "Leadership in Theory and Practice"

Winter Semester 2004

Tuesday and Thursday 11:00 am – 12:15 pm

Know, Be, Do! ~ Exploring Leadership

Instructors

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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 your 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.

Grading Scale		Point Distribution	
1000-975	A+	Paper 1: Movie Project Paper	200 points
974-935	A	Paper 2: Change Agent Interview Paper	200 points
934-895	A-	Paper 3: Leadership Theory Paper & Presentation	250 points
894-865	B+	Paper 4: Personal Leadership Philosophy Paper	200 points
864-825	B	<u>Attendance & Participation</u>	<u>150 points</u>
824-795	B-	Total	1000 points
794-765	C+		
764-735	C		
734-695	C-		

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

1. Wren, J.T. (1995). *The leader's companion: Insights on leadership through the ages*. Free Press: New York
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

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

**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 regulation 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 then 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.

<u>Class Aspect</u>	<u>Possible Points</u>
Attendance 3 * 15	45
Reflection Papers 2 *13	26
Quantity of contribution:	30
Quality of contribution:	35
Other	14
Total	150

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

Paper 2: Interviews with Community Change Agents

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

Paper 3: Leadership Theory Paper & Presentation

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