Course Syllabus
Leadership Theory: 660.332
Section 1  MWF
3 Credits
Fall Semester 2014

Instructor:
William Smedick; Ed.D

Contact Information:

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Office of the Dean of Student Life
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410-516-8208

Office Hours: Wednesdays 3pm – 4pm, CLE Offices, Whitehead Hall

Teaching Assistant:
Christina Borchers

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Course Assistant:
Rebecca Rabinowitz

Contact Information:
rrabino5@jhu.edu

Course Description:

Students will be introduced to the history of Leadership Theory from the “Great Man” theory of born leaders to Transformational Leadership theory of non-positional learned leadership. Transformational Leadership theory postulates that leadership can be learned and enhanced. The course will explore the knowledge base and skills necessary to be an effective leader in a variety of settings. Students will assess their personal leadership qualities and develop a plan to enhance their leadership potential.
Required Materials:


The link where students can go to subscribe to nytimes.com.

nytimes.com/collegeds

The cost associated with the subscription is: **$0.99 for the first 4 weeks and $1.88 every week after.** ($7.50 billed every 4 weeks)

Students will be responsible for cancelling their subscription when the semester ends.

Course Requirements:

All students are expected to attend class and to come fully prepared to participate. Up to 3 absences will be allowed, any further absences may severely affect your participation grade. Additionally, it is expected that you will have all assigned readings completed before class the day that it’s due so that you can fully participate during in-class discussions. **(12.5%)**

Each week a brief reaction paper about the previous week’s assignments and/or discussion (about 2 – 3 pages) will be due in class on the assigned due date. More detail is provided on the attached “due dates” document. 10 points will be deducted for each class day they are late. Two of the weekly papers will be reviewed by the instructor with comments, sent back to student and resubmitted by student to instructor for final grade on paper. Papers will be graded on a rubric evaluating the following four areas: content and development, format, organization and structure, punctuation and spelling. **(20%)**

Group Project: Lead one class discussion on assigned leadership topic. **(15%)**

Midterm Exam **(15%)**

Burns Paper **(10%)**

Final Exam **(15%)**

One ten – twelve page term paper on an assigned organizational consulting project. **(12.5%)**
Course Schedule

**Week One**

Friday  
Aug. 29  Class Introduction  
Low Threat Icebreaker: Class Reporter  
Discussion: How icebreakers fit into group development patterns  
Competency Model Discussion and impact on course development.  
Syllabus and Reaction Papers Rubric Review

Wednesday  
Sept. 3  Discussion: Leadership Defined  
Ways of Conceptual Leadership  
Definitions and Components  
Leadership Described  
Trait vs. Process leadership  
Assigned vs. Emergent Leadership  
Leadership and Power  
Leadership and Coercion  
Leadership and Management

Friday  
Sept. 5  Leaderstyles Exercise

**Week Two**

Monday  
Sept. 8  Discussion: Trait/Skills and Emotional Intelligence Theories

Wednesday  

Friday  
Sept. 12  NYT Articles Discussion & In class presentation assignments.

**Week Three**

Monday  
Sept. 15  Discussion: Path – Goal Theory of Leadership and Leadership  
Member Exchange Theory  
Final Project Expectations Discussion.
<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>Wednesday</td>
<td>Sept. 17</td>
<td>Team Presentations – Keys to Success – Jason Heiserman</td>
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<td>Friday</td>
<td>Sept. 19</td>
<td>Team Leadership Theory</td>
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<td><strong>Week Four</strong></td>
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<tr>
<td>Monday</td>
<td>Sept. 22</td>
<td>MBTI Discussion – Tracy Carter</td>
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<tr>
<td>Wednesday</td>
<td>Sept. 24</td>
<td>MBTI Discussion – Tracy Carter</td>
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<td>Friday</td>
<td>Sept. 26</td>
<td>Team Projects Work</td>
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<td><strong>Week Five</strong></td>
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<tr>
<td>Monday</td>
<td>Sept. 29</td>
<td>NYT Times Articles Discussion</td>
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<tr>
<td>Wednesday</td>
<td>Oct. 1</td>
<td>Assessment Basics for Consulting Projects</td>
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<tr>
<td>Friday</td>
<td>Oct. 3</td>
<td>Authentic Leadership</td>
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<td><strong>Week Six</strong></td>
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<tr>
<td>Monday</td>
<td>Oct. 6</td>
<td>Gender/ Culture and Leadership</td>
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<tr>
<td>Wednesday</td>
<td>Oct. 8</td>
<td>Mid Term Review</td>
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<tr>
<td><strong>Friday</strong></td>
<td>October 10</td>
<td>Mid Term Exam</td>
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Week Seven

Monday
October 13  Mid Semester Evaluation and Focus Group Assessment
            Introduction of Leadership by James MacGregor Burns (Burns Lecture One) - Conflict

Wednesday
October 15  NYT Articles Discussion

THURSDAY
October 16  Introduction of Leadership by James MacGregor Burns (Burns Lecture One) – Conflict

Week Eight

Wednesday
October 22  Thomas-Kilmann Conflict Mode Instrument and Team Project Work Groups

Friday
October 23  NYT Articles Discussion

Week Nine

Monday
October 27  TBA

Wednesday
October 29  Burns Lecture 2 - Followership In Class

Friday
October 31  NYT Articles Discussion

Week Ten

Monday
November 3  In Class Team Presentation One – Emotional Intelligence

Wednesday
November 5  Burns Lecture 3.1 – Values and Ethics
Friday
November 7  NYT Articles Discussion

**Week Eleven**

Monday
November 10  In Class Team Presentations Two – Leadership Ethics

Wednesday
November 12  In-class Team Presentation Three – Cultural Competence

Friday
November 14  NYT Articles Discussion

**Week Twelve**

Monday
November 17  Burns Lecture Four

Wednesday
November 19  In-class Team Presentation Four – Social Entrepreneurship

Friday
November 21  NYT Articles Discussion

**Week Thirteen**

Monday
Dec. 1  In-class Team Presentation Five - Strengths-based Leadership

Wednesday
Dec. 3  In-class Team Presentation Six – The Cutting Edge

Friday
Dec. 5  Final Exam Discussion and Distribution

**Final Exam:TBA.**
Note: the syllabus is subject to change at the instructor’s discretion.

Course Ethics: From the JHU Honors Code

**Ethics**
The strength of the university depends on academic and personal integrity. In this course, you must be honest and truthful. Ethical violations include cheating on exams, plagiarism, reuse of assignments, improper use of the Internet and electronic devices, unauthorized collaboration, alteration of graded assignments, forgery and falsification, lying, facilitating academic dishonesty, and unfair competition.

Report any violations you witness to the instructor.

You can find more information about university misconduct policies on the web at these sites:
- For undergraduates: [http://e-catalog.jhu.edu/undergrad-students/student-life-policies/](http://e-catalog.jhu.edu/undergrad-students/student-life-policies/)
- For graduate students: [http://e-catalog.jhu.edu/grad-students/graduate-specific-policies/](http://e-catalog.jhu.edu/grad-students/graduate-specific-policies/)

**Students with Disabilities**
Any student with a disability who may need accommodations in this class must obtain an accommodation letter from Student Disability Services, 385 Garland, (410) 516-4720, studentdisabilityservices@jhu.edu.

**ABET Outcomes**

- Ability to design and conduct experiments, analyze and interpret data (b).
- Ability to function on multidisciplinary teams (d).
- Understanding of professional and ethical responsibility (f).
- Ability to communicate effectively (g).
- The broad education necessary to understand the impact of engineering solutions in a global and societal context (h).
- Recognition of the need for and an ability to engage in life-long learning (i).
- Knowledge of contemporary issues (j).
Leadership Theory  
Fall 2014  
Assignments and Due Dates  
Section 1 MWF

Each assignment must be submitted to jhuleadershiptheory@gmail.com by 12 noon on the day it is due (Fridays, unless otherwise noted). All assignments must be double space, please adhere to the indicated page lengths.

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<thead>
<tr>
<th>Due Date</th>
<th>Assigned Reading</th>
<th>Assignment</th>
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| **Sept. 3 Weds.** |                           | 1. **What is Leadership?**  
Describe what leadership means to you.  
Identify a leader and discuss why you see him or her as a leader. 2 page min. |
| Sept. 12   | Northhouse Chapters 1-8   | 2. **Leadership Styles Analysis.**  
Describe the benefits and limitations of the leadership style you scored highest and the benefits and limitations of the style you scored lowest. Reflect and describe personal instances that illustrate concepts. 3 page min. |
| Sept. 19   | Northhouse Chapters 9-10  | 3. **Contingency Theory and Situational Approach Case Studies.**  
Do a case study analysis of the Contingency Theory (pick 1 case, write a 2 page analysis) AND a case study analysis of the Situational Approach (pick 1 case, write a 2 page analysis). This assignment must be in TWO parts: one 2 page analysis on a case from the Contingency Theory chapter and one 2 page analysis on a case from the Situational Approach chapter.  
**Note: Submit as 2 separate documents.** |
| Sept. 26   | Northhouse Chapters 11-12 |                                                                                               |
| Oct. 3     | Northhouse Chapters 13-15 | 4. **MBTI Reaction Paper.**  
Describe the benefits/limitations of your MBTI type. This assignment will be reviewed by instructor, provided back to you for corrections, and resubmitted for a final grade. 3 page min. |
| Oct. 10    | Midterm Exam (In Class)   |                                                                                               |
| Oct. 16    | Northhouse Chapters 12-13 | 5. **Gender and Leadership/ Culture and Leadership Reflection Paper.**  
Write a 2 page paper on either Gender (Woman and Leadership) OR Culture (Culture
and Leadership) and the impact it has had on leadership experiences you have had or someone you witnessed has had.

<table>
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<tr>
<th>Date</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>Oct. 16</td>
<td>Burns Part 1&lt;br&gt;Power and Purpose&lt;br&gt;Chapters 1-2</td>
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<tr>
<td>Oct. 23</td>
<td>Burns Part 2&lt;br&gt;Origins of Leadership&lt;br&gt;Chapters 3-5</td>
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<tr>
<td>Oct. 31</td>
<td>Burns Part 3&lt;br&gt;Transforming Leadership&lt;br&gt;Chapters 6-9</td>
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<tr>
<td>Nov. 14</td>
<td>Burns Part 4&lt;br&gt;Transactional Leadership&lt;br&gt;Chapters 10-14&lt;br&gt;Burns Part 5&lt;br&gt;Implications: Theory and Practice&lt;br&gt;Chapters 15-17</td>
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<td>Nov. 14</td>
<td>6. Leadership and Followership-Burns&lt;br&gt;Write a 2 page paper on personal experiences related to Leadership and Followership as described by Burns.</td>
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<td>Nov. 14</td>
<td>7. Thomas Kilmann Conflict Mode&lt;br&gt;Write a 2 page paper describing the ways in which conflict was a positive influence for change in you life. Use your Thomas Kilmann results as a base for your discussion.</td>
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<td>Nov. 14</td>
<td>8. Burns Second Reaction Paper&lt;br&gt;6. 2 – 3 pages&lt;br&gt;Considering Burns’ Psychological Matrix of Leadership and Kohlberg’s Theory of Moral Development, describe a deeply held personal value you currently possess and the ways in which you progressed through the stages: Preconventional Level&lt;br&gt;Conventional Level&lt;br&gt;Postconventional Level&lt;br&gt;Your example should include all three levels. This Paper will be worth 10% of your total semester grade.</td>
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<td>Dec. 5</td>
<td>9. Team Project Reaction Paper 1&lt;br&gt;Write a 2 page personal reflection paper in response to one of the in class team presentations (not your own team).</td>
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<td>Dec. 5</td>
<td>10. Team Project Reaction Paper 2&lt;br&gt;Write a 2 page personal reflection in response to your own team’s presentation and process.</td>
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<td>Dec. 5</td>
<td>FINAL ASSESSMENT PAPER DUE&lt;br&gt;Take Home Final Distributed</td>
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<td>TBA</td>
<td>TAKE HOME FINAL DUE – Presentations</td>
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