

PACS 4200/ COMS 5200 Leadership Theory for Volunteer Managers

This is a 100% online course

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Email: please use course email

Office Hours: online and by appointment

Required Reading

Northouse, Peter G. Introduction to leadership: Concepts and Practice, Sixth Edition. Thousand Oaks, CA: Sage Publications.

Kouzes, James M. and Barry Posner. The Leadership Challenge, Fourth Edition. New York: John Wiley & Sons.

Course Overview

Different people view leadership differently. In this course, we begin by studying several approaches and theories of leadership. In addition, the course examines group leadership because work in groups is so important in the world of work today, including as a volunteer manager and nonprofit professional. Concerns of leadership such as the inclusion of women and cross cultural concerns for leadership are examined as are the ethics of leadership.

In the course, students have a chance to examine their own leadership beliefs and orientations. Through several reflective exercises, students should make some realizations regarding their leadership abilities and style. The final part of the course emphasizes the transformational theory of leadership and various attributes and skills that persons can develop.

Course Objectives

A student who successfully completes this course should be able to:

- Identify and apply theories and approaches to leadership
- Identify personal characteristics associated with various leadership theories and approaches.
- Define and practice leadership skills needed by volunteer managers.

Evaluation Procedures

Major Projects (50% of the course grade)

Team Analysis (25% of the course grade)

Students will analyze the operation of a committee in terms of leadership theory and research using Northouse chapter 11 and lesson material. This committee may be a nonprofit committee, committee of a student organization, or a televised committee hearing of the United States Congress or some other governmental body. A criteria for the analysis must be stated in the introduction to the essay. Communicate your findings in a 4-5 double spaced paper using 12 pt. font.

Leadership Plan (25% of the course grade)

Students will select from the book *Social Problems: A Case Study Approach*, a chapter on a social problem and develop an intervention activity based on the chapter. For this intervention activity, develop a leadership plan for a fictional group of nonprofit volunteers to accomplish the activity for a fictitious nonprofit organization.

This plan will demonstrate your ability to apply the theoretical knowledge and research literature on leadership from the course. This is a creative and thoughtful reflection on the material from the course and equivalent to a final exam. It should be 4-5 pages, well written, and double spaced using 12 point font.

Participation (25% of course grade)

Generally speaking, your professor expects you to make insightful comments on the discussion boards and in group work on Blackboard. The desired length is 125-150 words. Responses should be prepared in a word document to verify spelling and length, then copy it into the discussion post.

Exercises (10% of the course grade)

When exercises are assigned and due as noted on the class schedule. Submit them under the assignment icon. They are due during the week of the unit in which they are assigned.

Quizzes (10% of the course grade)

Quizzes are scheduled as noted in the units. They will be multiple choice and will be timed. You may take the quiz as many times as you wish.

Exercises are assigned as noted on the class schedule. These will be submitted under the assignment icon and are due by the date and time specified.

Final Exam (5% of the course grade)

This will be 2-3 page essay exam. The question will be comprehensive in nature and students may have a choice of questions. It will be due at the time and date specified on the course schedule. Explicit references to course material are required and may necessitate including a reference page. Additional material that distinguishes this answer as truly outstanding will make it worthy of 90-100 points and this material should be presented in a direct and obvious manner. A paper using distinguishing material for 90-100 points must have an explicitly labeled section in their exam with this wording "Additional Distinguishing Material"

Note: Graduate students will do a special, assigned paper worth 25 points and their weighted total points in the course will be 125.

Course Grades

Grades are based on a percentage breakdown of the total points earned in the course as follows:

Grade equivalents: 100-90 = A; 89-80 = B; 79-70 = C; 69-60 = D; 59 & below=F.

Assignment	Point Value	Percent of Grade	Weighted Points
Majors Project- Team analysis	100	25%	25
Major Pproject- Leadership Plan	100	25%	25
Participation		25%	25
Exercises		10%	10
Quizzes		10%	10
Final Exam	100	05%	10
Total		100%	100

Letter Grade	Weighted point range
A	100-90
B	89-80
C	79-70
D	69-60
F	59& below

Course Policies:

This course will be governed by all policies in the current Faculty Handbook and the Student Guidebook of the University of North Texas.

- Students are prohibited from soliciting and /or receiving outside assistance for this class unless they have received prior approval from the instructor.
- Any and all deviations from this syllabus must be obtained from the instructor IN WRITING through the Instructor's e-mail.
- Students without acceptable reasons will not be permitted to make-up missed work.
- All students must abide by the Internet Policies and Procedures as outlined in their enrollment agreements. Please note that students will be dropped for non-attendance in this course. In this Internet class non-attendance will mean that a student has not posted any assignments by the 12th day audit or will have exceeded 3 unauthorized absences during the semester. It is the student's responsibility to watch the University official "drop" dates.
- A Notice of Unsatisfactory Progress will be sent to students who have either an attendance or grade problem by the University audit date each semester.
- The syllabus is subject to change by the instructor. Students will be notified by email if this occurs.

Academic Integrity

Academic dishonesty is defined in the UNT Policy on Student Standards for Academic Integrity. Any suspected case of Academic Dishonesty will be handled in accordance with University policy and procedures. Possible academic penalties range from a verbal or written admonition to a grade of "F" in the course. Further sanctions may apply to incidents involving major violations. You will find the policy and procedures at <http://vpaa.unt.edu/academic-integrity.htm>.

Student Behavior in the Classroom:

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at www.unt.edu/csrr.

Student Requiring Special Accommodation:

If you have a condition that requires accommodation in this course, please notify the instructor during the first week of class. Any necessary or appropriate accommodations will be made provided that timely notice is received, and that the arrangement is consistent with recommendations from Disability Services, when applicable. Students who require this type of assistance should contact the Office of Disability Accommodation (ODA) at (940) 565-4323, or at TTY (940) 369-8652 to make appropriate arrangements. Information on the services provided by the ODA as well as application procedures is available at <http://www.unt.edu/oda/index.html>. Information on UNT's policies related to disability accommodations is available at <http://policy.unt.edu/policy/18-1-14>.

Please note that disability accommodations are not retroactive. Accommodations will be made only after a disability is officially verified.

Detailed Course Schedule

Week One is July 9-13

Key: L= Lesson/ D= Discussion Post/ P= Major Projects/ E= Exercises from select Northouse chapters/ KP= Kouzes and Posner text/ N= Northouse text

Lessons	Discussions	Major Projects	Exercises	Quizzes	Readings
Start Here Lesson	Start Here/ Get Acquainted	Leadership Plan assigned	Traits p. 34-35 in N	Chapter 1 Leadership	N= chapter 1
L01 (rn) Introduction and L02 Traits(rn)	N02 Northouse Case 2.2			Chapter 2 Trait Approach	N= chapter 2
L05 Situational Approach	N05 Northouse Case 5.3			Chapter 5 Situational Approach	N= chapter 5

Do not wait until the evening of July 16 to do the discussion boards because you must make a post and also reply to the post of another person to receive full discussion points. If persons wait until the last minute to post, it makes it difficult for others to respond to their post.

NOTE: All assignments are due at 11:30 p.m. on July 16.

Week One Study Suggestions

Monday

L=Start Here Lesson/ Course Orientation
D=Start Here/ Get Acquainted

Tuesday

Introduction to Leadership- N chapter 1
Trait Approach-N chapter 2
D=N02/ L01 (rn) Introduction and L02 (rn) Traits
Chapter 1 Quiz on Leadership

Wednesday

Chapter 2 Quiz on Trait approach

E= Submission under assignment icon of exercise on page 34-35 with scanned pdf files of completed questionnaires and a one page analysis of your traits.

Thursday

Situational Approach- N chapter 5

L05 (rn) and D=N05

P= Leadership Plan (due on August 6, 2011 at 11:30 p.m.)

Friday

Chapter 5 Quiz on Situational Approach

Unit 2: July 16-20

Key: L= Lesson/ D= Discussion Post/ P= Major Projects/ E= Exercises from select Northouse chapters/ KP= Kouzes and Posner text/ N= Northouse text

Lessons	Discussions	Major Projects	Exercises	Quizzes	Readings
L9 (rn) Contingency Theoru	N06 Northouse 6.3	Team Analysis assigned	LCP with one page analysis (N chapter 6)	Chapter 6 Contingency Approach	N= chapter 6 Contingency Theory
L6(rn) Team Leadership			Psychodynamic Survey and one page analysis	Chapter 12 Team Leadership	N= chapter 12 Team Leadership
L12 Psychodynamic Approach	N13(6) Northouse 13.2			Chapter 13 Psychodynamic Approach	N= Chapter 13 Psychodynamic Approach

Do not wait until the evening of July 23 to do the discussion boards because you must make a post and also reply to the post of another person to receive full discussion points. If persons wait until the last minute to post, it makes it difficult for others to respond to their post.

NOTE: All assignments are due at 11:30 p.m. on July 23.

Week Two Study Suggestions

Monday

Contingency Approach- N chapter 6 Contingency Theory

D=N06 Northouse 6.3/ L9 (rn) Contingency Theory

P= Team Decision Making Analysis (due on July 30 at 11:30 p.m.)
Chapter 12 Quiz on Team Leadership

Tuesday

Completion and submission under the assignment icon of the LCP found in N= chapter 6
with a one page self-analysis essay
Chapter 6 Quiz on Contingency Approach

Wednesday

Team Leadership- N chapter 12
L6 (rn) Team Leadership

Thursday

Psychodynamic Approach- N chapter 13 Psychodynamic Approach
L12 Psychodynamic Approach , D=N113(6)
Chapter 12 Quiz on Team Leadership

Friday

Chapter 13 Quiz on Psychodynamic Approach
Completion and submission under the assignment icon of the Psychodynamic Approach
Survey that you have completed on pages 297 & 298 and a one page self-analysis on
implications for you exhibiting leadership

Unit 3: July 23-27

Key: L= Lesson/ D= Discussion Post/ P= Major Projects/ E= Exercises from select Northouse chapters/ KP= Kouzes and Posner text/ N= Northouse text

Lessons	Discussions	Major Projects	Exercises	Quizzes	Readings
L21 (rn) Women & Leadership	N14			Chapter 14 Women & Leadership	N= chapter 14 Women and Leadership
L13 (rn) Transformational leadership				Chapter 9 Transformational Approach	N= chapter 9 Transformational Leadership
	KP01&02- Leaders and Constituents				KP Chapters 1&2
	KP03&04- Model the Way: Write Your Credo				KP chapters 3&4
	KP 5&6 A or B Inspire a Shared Vision depending on your last name				KP chapters 5&6

Do not wait until the evening of July 30 to do the discussion boards because you must make a post and also reply to the post of another person to receive full discussion points. If persons wait until the last minute to post, it makes it difficult for others to respond to their post.

Note: All assignments are due at 11:30 p.m. on July 30

Week Three Study Suggestions**Monday**

Women and Leadership- N chapter 14

D=N14 Northouse Case 14.3/ L21 (rn) Women & Leadership

Tuesday

Transformational Approach- N chapter 9 Transformational leadership

L13 (rn) Transformational Leadership

Quiz on Women and Leadership

Wednesday

KP 1&2/ D=DK01&02 Leaders and Constituents
Chapter 9 Quiz on Transformational Approach

Thursday

KP 3-4/ D= DK03&04 Credo/Model the Way

Friday

KP 5-6 D= DK05&06 A or B Inspire a Shared Vision depending on last name

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Unit 4: July 30-August 3

Key: L= Lesson/ D= Discussion Post/ P= Major Projects/ E= Exercises from select Northouse chapters/ KP= Kouzes and Posner text/ N= Northouse text

Lessons	Discussions	Major Projects	Exercises	Quizzes & Exams	Readings
L15 (rn) Opportunities & risks	KP 07&08 Challenge the Process dependent on last name	Team analysis due Monday, July 30		Assignment of Final Exam	KP Chapters 7&8
L16 (rn) Fostering collaboration	KP 09&10 Enable Others To Act				KP chapters 9&10
L17 (rn) Strengthening Others	KP 11&12 Encourage the Heart				
L18 (rn) Recognition					KP chapters 11&12
L19 (rn) Celebration					
L20 (rn) Enduring Lessons	KP 13 Leadership for Everyone				KP Chapter 13

Do not wait until the evening of August 6 to do the discussion boards because you must make a post and also reply to the post of another person to receive full discussion points. If persons wait until the last minute to post, it makes it difficult for others to respond to their post.

NOTE: All assignments are due at 11:30 p.m. on August 6.

Week Four Study Suggestions

Monday

P=Team Analysis Due

Tuesday

KP 07&08/ L15 (rn) Opportunities & Risks / D= KP 07 & 08 A or B Challenge the Process depending on last name

Wednesday

KP 09&10/ L16 (rn) Fostering collaboration and L17 (rn) Strengthening Others
D=KP 09&10 Enable Others to Act

Thursday

KP11&12/ L18 (rn) Recognition & L19 (rn) Celebration / D= KP 11&12 Encourage the Heart

Friday

KP13 / L20(rn) Enduring Lessons/ D= KP 13 Leadership for Everyone

Assignment of final exam

Unit 5: August 6-10 (All Assignments Due on August 9th at 11:30 p.m.)

Key: L= Lesson/ D= Discussion Post/ P= Major Projects/ E= Exercises from select Northouse

chapters/ KP= Kouzes and Posner text/ N= Northouse text

Lessons	Discussions	Major Projects	Exercises	Quizzes & Exams	Readings
L14 Ethics	N15 Ethics	Leadership Plan due August 6		Final Exam due August 9	N Chapter 16 Leadership Ethics
				Chapter 16 Quiz on Ethics	

NOTE: All assignments are due at 11:30 p.m. on August 9. .

Do not wait until the evening of August 9 to do the discussion boards because you must make a post and also reply to the post of another person to receive full discussion points. If persons wait until the last minute to post, it makes it difficult for others to respond to their post.

Note: All assignments are due on or before 11:30 p.m. on August 9

Week Five Study Suggestions**Monday**

P= Leadership Plan Due 11:30 pm

Tuesday

N chapter 15 Leadership Ethics

Wednesday

L14 (rn) Ethics/ D=N15 Ethics/ Chapter 16 quiz on Ethics/ Work on Final Exam

Thursday

Final Exam due at 11:30 pm

Friday

Course Reflection

Complete online course evaluations at www.my.unt.edu