

PACS 4200 Leadership Theory for Volunteer Managers Syllabus

Instructor:

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Campus Office Hours: Tuesday 1-3 p.m. & Thursday 10:30-11:30 a.m.

Course Description:

This is a 100 % Internet course. The focus of the course is to apply the theories and research on leadership to developing leadership in each person taking the course. Students will actually have an opportunity to be a member of an organization committee and apply the knowledge and skills of the course by using Blackboard IM.

Students who have received credit for this course as an undergraduate may not retake it for graduate credit.

Books:

Peter G. Northouse. 2012. *Introduction to Leadership: Concepts and Practice, Second Edition*. Thousand Oaks, CA: Sage Publishing. (eBook available and recommended)

James M. Kouzes and Barry Z. Posner. 2007. *The Leadership Challenge, Fourth Edition*. New York: Wiley & Sons.

Students who purchase other editions of the books may find themselves at a distinct disadvantage in the course because there are exercises and questionnaires in the 2nd Edition that are used on a weekly basis.

Course Objectives:

A student who has successfully completed the course should be able to:

- Identify and analyze theoretical bases of leadership

- Examine and apply enduring insights and research on leadership.
- Identify personal characteristics associated with various leadership styles.
- Define and practice leadership skills needed by volunteer managers.

Student Evaluation Procedures:

Students will be required to do the assignments described below:

Autobiographical Qualitative Research Technique (AQRT):

As they read chapters in the Northouse book, students will develop a 1-3 paragraph self-analysis of their own leadership drawing upon the course material and especially the completion of the exercises. This autobiographical analysis will be placed in the discussion board area of Blackboard Learn and visible to others in the class.

Discussion Board:

There will be weekly discussion boards in which students are expected to participate

Team Leadership Experience :

This course in past years required students to observe a committee of a nonprofit organization and volunteer 10 hours of their time. This requirement is replaced with the Team Leadership Experience using the student organization Engaged Beyond Borders as a learning laboratory. Students will participate and provide leadership in online committees of Engaged Beyond Borders. Student grades are based on their participation and leadership contribution to their assigned committee as well as on a paper analyzing the leadership of the committee.

Exercises:

There are questionnaires at the end of each chapter in the Northouse text. These are to be completed and submitted as requested. The results are for your personal enlightenment regarding your leadership style.

Exams and Quizzes:

There will be 11 multiple choice, timed quizzes on the Northouse chapters. Students may take them as many times as they wish during the time period that the quizzes are available. This design makes them both an assessment of student knowledge and also a study aid.

A midterm exam (100 points) and a comprehensive final exam (200 points) will be comprised of multiple choice and short answer essay questions.

Course Writing:

All writing must utilize the American Psychological Association (APA) Style Guidelines. A good resource on APA guidelines is found here:

<http://owl.english.purdue.edu/owl/resource/560/01/>.

Use these guidelines for writing the Team Analysis Paper and citing references. Also use them for other writing on the discussion boards such as the case studies.

Course Grades:

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

Evaluation Procedures	Total Points	Percentage of Total Points
Autobiographical Qualitative Research Technique (AQRT)	140	14%
Discussion Boards	140	14%
Team Leadership Experience	100	10%
Part 1: Participation & Leadership	100	10%
Part 2: Team Leadership Analysis Paper		
Exercises	110	11%
Quizzes	110	11%
Midterm & Final Exam	300	30

Grade equivalents are based on a percentage of total points in the course as follows:

Letter Grade	Percentage of total points	Point Range
A	100-90	1000-900
B	89-80	899-800
C	79-70	799-700
D	69-60	699-600
F	59 & below	599 and below

Graduate students will work with the professor on a special nonprofit board leadership project. This project is worth 100 points and graduate student grades will be based on a percentage breakdown of total points in the course that include the 100 points for the project.

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.
- Syllabus 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 are available at this web address: <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.

Course Schedule

- Below you will find the course schedule by week.
- All discussion boards, quizzes and exercises are due on the following Monday by 11:30 p.m.
- The Team Leadership Experience expectations are discussed weekly beginning the Week of September 17-21 when it is first assigned.

- Team Leadership Experiences are due as specified in the weekly assignments. This includes the Team Analysis Paper.
- Take your quizzes under Course Documents in the weekly folder
- Submit your exercises and the Team Leadership Analysis under “Assignments” in the dark area on the left margin of the course page.

Week 1, August 29-31, 2012

Course Document	Beginning of the Semester
Text Reading	None
Discussion Board	Week 1: Start Lesson

Week 2, September 3-7, 2012(no classes Monday September 3, 2012 for the Labor Day Holiday)

Course Document	Northouse Chapter 1. Being A Leader
Text Reading	Northouse Chapter 1
Exercise (found in Northouse Chapter 1. Submit under Assignments in the dark field on the left margin of the course page)	Conceptualizing Leadership Questionnaire
Discussion Board	Week 2: Case Study King of the Hill Week 2: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in weekly course documents)	Chapter 1 Quiz

Week 3, September 10-14, 2012

Course Document	Northouse Chapter 2. Recognizing Your Traits
Text Reading	Northouse Chapter 2
Exercise (found in Northouse Chapter 2. Submit under Assignments in the dark	Leadership Traits Questionnaire

field on the left margin of the course page)	
Discussion Board	Week 3: Case Study An Emerging Leader Week 3: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in weekly course documents)	Chapter 2 quiz

Week 4, September 17-21, 2012

Course Document	Northouse Chapter 3. Recognizing Your Philosophy and Style of Leadership
Text Reading	Northouse Chapter 3
Exercise (found in Northouse Chapter 3. Submit under Assignments in the dark field on the left margin of the course page)	Leadership Styles Questionnaire
Discussion Board	Week 4: Case Study Lighten Up. Mary Week 4: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in weekly course documents)	Chapter 3 Quiz
Team Leadership Experience (Engaged Beyond Borders Committees)	<p>Self-enroll in a committee under the Group button on the left margin of the Learn course page by Wednesday the 19th.</p> <p>Watch for an announcement regarding the appointed leaders for the committee on September 20th. .</p> <p>Set up a meeting and hold it by October 1 at 11:30 p.m. using Blackboard IM. See the Committee Resources folder in Course Documents for guidance.</p>

Week 5, September 24-28, 2012

Course Document	Northouse Chapter 4. Attending to Tasks and Relationships
Text Reading	Northouse Chapter 4.
Exercise (found in Northouse Chapter 4. Submit under Assignments in the dark field on the left margin of the course page)	Task and Relationship Questionnaire
Discussion Board	Week 5: Case Study From Two to One Week 5: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in weekly course documents)	Chapter 4 Quiz
Team Leadership Experience (Engaged Beyond Borders Committees)	Work in Blackboard IM to prepare for, schedule, and hold the first committee meeting by October 1 at 11:30 p.m.

Week 6, October 1-5, 2012

Course Document	Northouse Chapter 5. Developing Leadership Skills
Text Reading	Chapter 5
Exercise (found in Northouse Chapter 5. Submit under Assignments in the dark field on the left margin of the course page)	Leadership Skills Questionnaire
Discussion Board	Week 6: Case Study The promise of the Pink Ribbon Week 6: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in weekly course documents)	Northouse Chapter 5 Quiz
Team Leadership Experience (Engaged Beyond Borders Committees)	Work in Blackboard IM to prepare for, schedule, and hold the second committee meeting by October 15 at 11:30 p.m.

Week 7, October 8-12, 2012

Course Document	Chapter 6. Creating a Vision
Text Reading	Northhouse Chapter 6
Exercise (found in Northhouse Chapter 6. Submit under Assignments in the dark field on the left margin of the course page)	Leadership Vision Questionnaire
Discussion Board	Week 7: Case Study The Promise and the Pink Ribbon Week 7: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in weekly course documents)	Chapter 6 Quiz
Team Leadership Experience (Engaged Beyond Borders Committees)	Work in Blackboard IM to prepare for, schedule, and hold the second committee meeting by October 15 at 11:30 p.m.
Midterm Exam assigned	The Midterm Exam is available under Course documents for you to take by October 15 11:30 p.m.

Week 8, October 15-19, 2012

Course Document	Chapter 7. Setting the Tone
Text Reading	Northhouse Chapter 7
Exercise (found in Northhouse Chapter 7. Submit under Assignments in the dark field on the left margin of the course page)	Setting the Tone Questionnaire
Discussion Board	Week 8: Case Study A Tale of Two Classes Week 8: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in Weekly course	Chapter 7 Quiz

documents)	
Team Leadership Experience (Engaged Beyond Borders Committees)	Work in Blackboard IM to prepare for, schedule, and hold the third committee meeting by October 29 at 11:30 p.m.

Week 9, October 22-26, 2012

Course Document	Chapter 8. Listening to Out-Group Members
Text Reading	Northouse Chapter 8
Exercise (found in Northouse Chapter 8. Submit under Assignments in the dark field on the left margin of the course page)	Responding to Members of the Out-Group Questionnaire
Discussion Board	Week 9: Case Study NUMMI Commandos Week 9: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in Weekly course documents)	Chapter 8 Quiz
Team Leadership Experience (Engaged Beyond Borders Committees)	Work in Blackboard IM to schedule and hold the third committee meeting by October 29 at 11:30 p.m.

Week 10, October 29- November 2, 2012

Course Document	Northouse Chapter 9. Handling Conflict
Text Reading	Northouse Chapter 9
Exercise (found in Northouse Chapter 9. Submit under assignments in the dark field on left of the course page)	Conflict Style questionnaire
Discussion Board	Week 10: Case Study Conflict With My Father

	Week 10: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in Weekly course documents)	Chapter 9
Team Leadership Experience (Engaged Beyond Borders Committees)	Work in Blackboard IM to prepare for, schedule, and hold the fourth committee meeting by November 12 at 11:30 p.m.

Week 11, November 5-9, 2012

Course Document	Northouse Chapter 10. Overcoming Obstacles
Text Reading	
Exercise (found in Northouse Chapter 10. Submit under assignments in the dark field on left of the course page)	Path-Goal Styles Questionnaire
Discussion Board	Week 11: Case Study Hard Lessons Week 11: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in Weekly course documents)	Chapter 10 quiz
Team Leadership Experience (Engaged Beyond Borders Committees)	Work in Blackboard IM to prepare for, schedule, and hold the fourth committee meeting by November 12 at 11:30 p.m.

Week 12, November 12-16, 2012

Course Document	Northouse Chapter 11 Addressing Ethics in Leadership
Text Reading	Northouse Chapter 11
Exercise (found in Northouse Chapter 11. Submit under Assignments in the dark field on the left margin of the course page)	Core Values Questionnaire
Discussion Board	Week 12: Case Study Scandal on a Conservative Campus

	Week 12: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in Weekly course documents)	Chapter 11 Quiz
Team Leadership Experience (Engaged Beyond Borders Committees)	Work on Team Analysis Paper due November 19

Week 13, November 19-23, 2012 (no classes Thursday, November 22 through Sunday November 25, 2012 for the Thanksgiving Holiday)

Course Document	Kouzes and Posner: Thoughts on Leaders, Constituents, and Modeling the Way
Text Reading	Kouzes & Posner Chapter 1-4
Discussion Board	Week 13: Write your Credo Week 13: Autobiographical Qualitative Research Technique (AQRT) entry
Team Leadership Experience (Engaged Beyond Borders Committees)	Submit the Team Analysis Paper on November 19 under Assignments in the dark area on the left of the course page.

Week 14, November 26-30, 2012

Course Document	Kouzes and Posner: Thoughts on Shared Vision, Challenging the Process, and Enabling Others To Act
Text Reading	Kouzes and Posner Chapters 5-10
Discussion Board	Week 13: Conduct a postmortem on an activity Week 13: Autobiographical Qualitative Research Technique (AQRT) entry

Week 15, December 3-7, 2012 (Pre-finals Week)

Course Document	Kouzes & Posner: Thoughts on Encouraging the Heart and Leadership for Everyone
Text Reading	Kouzes and Posner Chapters 11-13
Discussion Board	Week 13: Share a Victory Celebration Involvement Week 13: Autobiographical Qualitative Research Technique (AQRT) entry
Final Exam Assigned	The Final Exam is available under Course documents for you to take by December 10 at 11:30 p.m.

Week 16, December 10-14, 2012 (Finals Week, Doctoral and Masters Commencement December 14, 2012, and undergraduate commencement December 15, 2012)

Course Document	Some final Course Thoughts
Text Reading	none
Discussion Board	none
Final Exam as assigned	Due on December 10 at 11:30 p.m.
Course Evaluation	Please take the SETE on your “My UNT” page.