

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, January 14-18, 2013

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

Week 2, January 21-25, 2013 (no classes Monday January 21, 2013 for MLK Day)

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| 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, January 28-February 1, 2013

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| 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 |

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| 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, February 4-8, 2013

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| 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) | Self-enroll in a committee under the Group button on the left margin of the Learn course page by Wednesday the 6 th . Watch for an announcement regarding the appointed leaders for the committee on February 7 th . Set up a meeting and hold it by February 18 at 11:30 p.m. using Blackboard IM. See the Committee Resources folder in Course Documents for guidance. |

Week 5, February 11-15, 2013

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| 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 February 18 at 11:30 p.m. |

Week 6, February 18-22, 2013

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| 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 |

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| | committee meeting by March 4 at 11:30 p.m. |
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Week 7, February 25-March 1, 2013

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| 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 March 4 at 11:30 p.m. |
| Midterm Exam assigned | The Midterm Exam is available under Course documents for you to take by March 4 at 11:30 p.m. |

Week 8, March 4-8, 2013

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| 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 |

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| | Research Technique (AQRT) entry |
| Quiz (located in Weekly course documents) | Chapter 7 Quiz |
| Team Leadership Experience (Engaged Beyond Borders Committees) | Work in Blackboard IM to prepare for, schedule, and hold the third committee meeting by March 25 at 11:30 p.m. |

Week 9, March 11-15, 2013 (Spring Break. No class)

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| Spring Break | No Class |
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Week 10, March 18-22, 2013

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| 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 10: Case Study NUMMI Commandos Week 10: 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 March 25 at 11:30 p.m. |

Week 11, March 25-29, 2013

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| Course Document | Northouse Chapter 9. Handling Conflict |
| Text Reading | Northouse Chapter 9 |
| Exercise (found in Northouse Chapter 9. | Conflict Style questionnaire |

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| Submit under assignments in the dark field on left of the course page) | |
| Discussion Board | Week 11: Case Study Conflict With My Father Week 11: 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 April 8 at 11:30 p.m. |

Week 12, April 1-5, 2013

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| 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 12: Case Study Hard Lessons Week 12: 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 April 8 at 11:30 p.m. |

Week 13, April 8-12, 2013

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| 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 | Core Values Questionnaire |

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| dark field on the left margin of the course page) | |
| Discussion Board | Week 13: Case Study Scandal on a Conservative Campus Week 13: 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 April 15 |

Week 14, April 15-19, 2013

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| Course Document | Kouzes and Posner: Thoughts on Leaders, Constituents, and Modeling the Way |
| Text Reading | Kouzes & Posner Chapter 1-4 |
| Discussion Board | Week 14: Write your Credo Week 14: Autobiographical Qualitative Research Technique (AQRT) entry |
| Team Leadership Experience (Engaged Beyond Borders Committees) | Submit the Team Analysis Paper on April 15 under Assignments in the dark area on the left of the course page. |

Week 15, April 22-26, 2013

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| 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 15: Conduct a postmortem on an activity Week 15: Autobiographical Qualitative Research Technique (AQRT) entry |

Week 16, April 29-May 3, 2013 (Pre-finals Week)

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| Course Document | Kouzes & Posner: Thoughts on Encouraging the Heart and Leadership for Everyone |
| Text Reading | Kouzes and Posner Chapters 11-13 |
| Discussion Board | Week 16: Share a Victory Celebration Involvement Week 16: Autobiographical Qualitative Research Technique (AQRT) entry |
| Final Exam Assigned | The Final Exam is available under Course documents for you to take by May 6 at 11:30 p.m. |

Week 17, May 6-10, 2013 (Finals Week, Doctoral and Masters Commencement May 10, 2012, and undergraduate commencement May 11, 2012)

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| Course Document | Some final Course Thoughts |
| Text Reading | none |
| Discussion Board | none |
| Final Exam as assigned | Due on May 6 at 11:30 p.m. |
| Course Evaluation | Please take the SETE on your “My UNT” page. |