

PACS 4200 Leadership Theory for Volunteer Managers Syllabus

Instructor:

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Email: please use course email

Campus Office Hours: please use the online office under the Discussion Board in Blackboard

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 have an opportunity to provide leadership in a nonprofit organization of their choice as a service learning experience and this will allow for recognition and application of knowledge and skills from the course.

Books:

Peter G. Northouse. 2012. *Introduction to Leadership: Concepts and Practice, Second Edition*. Thousand Oaks, CA: Sage Publishing. (eBook available and recommended. Please see this web site: <http://www.sagepub.com/productSearch.nav?siteId=sage-us&prodTypes=any&q=Northouse>

James M. Kouzes and Barry Z. Posner. 2012 *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*, 5th Edition. San Francisco: Jossey-Bass. (e book available) Please see this web site: <http://www.josseybass.com/WileyCDA/WileyTitle/productCd-1118281969,descCd-tableOfContents.html>)

Norman Dolch, Julianne Gassman, Ann Marie Kimell, Stephanie Krick, Regan Schaffer, Sue Ann Strom, Susan Cruise, and Ronald Wade. 2013. *Leadership Cases in Community Nonprofit Organizations*. Debuque, Iowa: Kendal Hunt. (only available as an eBook. Please see the following web site: http://www.kendallhunt.com/Dolch_leadership/)

Students who purchase other editions of the books may find themselves at a distinct disadvantage in the course. For example, in the second edition of the Northouse text there are exercises and questionnaires used on a weekly basis.

Course Pre-requisites, Co-requisites, and/or Other Restrictions

There are no pre-requisites or restrictions.

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.
- Apply leadership skills needed by nonprofit professionals

Student Evaluation Procedures:

Students will be required to do the following in the course as 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 participate.

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.

Reflective Journal on a Nonprofit Leadership Experience:

Students will select a nonprofit organization and volunteer 10 hours of their time. This may be a new nonprofit organization for the student or one in which they are already involved. During their 10 hours of involvement, students are to pay particular attention to the leadership provided by themselves and others. The only stipulation on a student's involvement is that it not be done at one particular time but spread out over several times.

Students will keep a reflective journal in the mandatory format explained under the assignments section in Blackboard. In this journal, the student will reflect on leadership observed and explicitly relate it to course material. The journal and a time sheet signed by the nonprofit executive director or other professional of the organization are required for credit in the course.

Professor Discussion Sessions:

Mandatory group telephone conferences with the professor will be held periodically throughout the semester and students will have several time options to participate. Topics discussed will range from those listed in the pamphlet “Succeed at UNT” to expansion and explanations of course material.

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 period that the quizzes are available. This design makes them both an assessment of student knowledge and 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. .

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)	70	07%
Discussion Boards	210	21%
Nonprofit Leadership Journal	100	10%
Exercises	110	11%
Professor Discussion Sessions	100	10%

Quizzes	110	11%
Midterm & Final Exam	300	30%

Grade equivalents are determined by the 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

TECHNICAL REQUIREMENTS / ASSISTANCE

The following information is provided to assist you in preparation for the technological aspect of the course.

Hardware and software necessary to use Bb Learn: <http://www.unt.edu/helpdesk/bblearn/>
 Browser requirements: <http://kb.blackboard.com/pages/viewpage.action?pageId=84639794>
 Computer and Internet Literacy: http://clt.odu.edu/oso/index.php?src=pe_comp_lit
 Necessary plug-ins: <http://goo.gl/1lsVF> Internet Access
 with [compatible web browser](#) Headset/Microphone (if
 required for synchronous chats) Word Processor
[Other related hardware or software necessary for the course]

Minimum Technical Skills Needed:

Examples include:

Using the learning management system

Using email with attachments

Creating and submitting files in commonly used word processing program formats

Copying and pasting

Downloading and installing software

Using spreadsheet programs

ACCESS & NAVIGATION**Access and Log in Information**

This course was developed and will be facilitated utilizing the University of North Texas' Learning Management System, Blackboard Learn. To get started with the course, please go to:

<https://learn.unt.edu>

You will need your EUID and password to log in to the course. If you do not know your EUID or have forgotten your password, please go to: <http://ams.unt.edu>.

Student Resources

As a student, you will have access to:

- Student Orientation via Blackboard Learn. It is recommended that you become familiar with the tools and tutorials within the Orientation to better equip you in navigating the course.
- Blackboard's [On Demand Learning Center for Students](#) and [Blackboard Help for Students](#). It is recommended that you become familiar with the tools and tutorials to better equip you to navigate the course.

Being a Successful Online Student

What makes a successful online student:

<http://www.ion.uillinois.edu/resources/tutorials/pedagogy/StudentProfile.asp>

Self evaluation for potential online students:

<http://www.ion.uillinois.edu/resources/tutorials/pedagogy/selfEval.asp>

Success at UNT :

<https://success.unt.edu/succeed-at-unt?>

Student Support

The University of North Texas provides student technical support in the use of Blackboard and supported resources. The student help desk may be reached at:

Email: helpdesk@unt.edu

Phone: 940.565.2324

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In Person: Sage Hall, Room 130

Regular hours are maintained to provide support to students. Please refer to the website (<http://www.unt.edu/helpdesk/hours.htm>) for updated hours.

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.

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.
- Professor discussion Groups will be formed through course announcements.
- Assignment of the course Service learning Project leading to the Nonprofit Leadership Journal will be made during the first two weeks of the course through the announcements and assignment features of Blackboard.
- Take your quizzes under Course Documents in the weekly folder
- Submit your exercises and the Nonprofit Leadership Journal under "Assignments" in the dark area on the left margin of the course page.

Week 1, August 28-30, 2013

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

Week 2, September 2-6, 2013 (no classes Monday, September 2 for Labor Day)
Day)

Professor available on conference telephone call to answer questions	September 3 from 9-10pm on 16 port UNT connection. Call 940-369-7186
Course Document	Northouse Chapter 1. Being A Leader
Text Reading	Northouse Chapter 1 Dolch and associates Chapters 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
Reflective Journal on Nonprofit Leadership Experience	Locate a nonprofit of your choice and make arrangements to volunteer so that you can do this assignment. Due November 11,2013 at 11:30 pm under the Assignments Area

Week 3, September 9-13, 2013

Course Document	Northouse Chapter 2. Recognizing Your Traits
Text Reading	Northouse Chapter 2 Dolch and associates chapter 2
Exercise (found in Northouse Chapter 2. Submit under Assignments in the dark field on the left margin of the course page)	Leadership Traits Questionnaire

Discussion Board	Week 3: Case Study An Emerging Leader Week 3: Nonprofit Case Literacy Plus
Quiz (located in weekly course documents)	Chapter 2 quiz
Reflective Journal on Nonprofit Leadership Experience	If you have not already done so, locate a nonprofit of your choice and make arrangements to volunteer so that you can do this assignment. Due November 11, 2013 at 11:30 pm under the Assignments Area

Week 4, September 16-20, 2013

Professor Discussion Sessions Session limited to 16 persons You must sign up for a time in advance Monday, September 16- 4 pm Tuesday, September 17-8pm Wednesday, September 18- 10am Thursday, September 19- 9pm	Telephone 940-369-7186 No password required. When you connect, please give your name. Your instructor is the facilitator.
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

Week 5, September 23-27, 2013

Course Document	Northouse Chapter 4. Attending to Tasks and Relationships
Text Reading	Northouse Chapter 4. Dolch and associates chapter 3
Exercise (found in Northouse Chapter 4. Submit under Assignments in the dark field on the left margin of the page.	Task and Relationship Questionnaire
Discussion Board	Week 5: Case Study From Two to One Week 5: Case Study Out of Homelessness
Quiz (located in weekly course documents)	Northouse Chapter 4 Quiz

Week 6, September 30-October 4, 2013

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 Why Twitter's CEO Demoted Himself Week 6: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in weekly course documents)	Northouse Chapter 5 Quiz

Week 7, October 7-11, 2013

Course Document	Chapter 6. Creating a Vision
Text Reading	Northouse Chapter 6 Dolch and associates Chapter 4
Exercise (found in Northouse Chapter 6.	Leadership Vision Questionnaire

Submit under Assignments in the dark field on the left margin of the course page)	
Discussion Board	Week 7: Case Study The Promise and the Pink Ribbon Week 7: Nonprofit Case ESF
Quiz (located in weekly course documents)	Chapter 6 Quiz
Midterm Exam assigned	The Midterm Exam is available under Course documents for you to take by October 14 at 11:30 p.m.

Week 8, October 14-18, 2013

Professor Discussion Sessions Session limited to 16 persons You must sign up for a time in advance Monday, October 14- 4 pm Tuesday, October 15-8pm Wednesday, October 17- 10am Thursday, October 19- 9pm	Telephone 940-369-7186 No password required. When you connect, please give your name. Your instructor is the facilitator
Course Document	Chapter 7. Setting the Tone
Text Reading	Northouse Chapter 7
Exercise (found in Northouse 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 documents)	Chapter 7 Quiz

Week 9, October 21-25, 2013

Course Document	Chapter 8. Listening to Out-Group Members
Text Reading	Northouse Chapter 8 Dolch and associates chapter 5
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: Nonprofit Case Stop Growling Stomachs
Quiz (located in Weekly course documents)	Chapter 8 Quiz

Week 10, October 28-November 1, 2013

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 11: Case Study Conflict With My Father Week 11: Autobiographical Qualitative Research Technique (AQRT) entry
Quiz (located in Weekly course documents)	Chapter 9

Week 11, November 4-8, 2013

Course Document	Northouse Chapter 10. Overcoming Obstacles
Text Reading	Northouse Chapter 10 Dolch and associates Chapter 6
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: Nonprofit Case Gulf coast Shelter
Quiz (located in Weekly course documents)	Chapter 10 quiz
Reflective Journal on Nonprofit Leadership Experience	Due November 11, 2013 by 11:30 pm

Week 12, November 11-15, 2013

Professor Discussion Sessions Session limited to 16 persons You must sign up for a time in advance Monday, November 11- 4 pm Tuesday, November 17-8pm Wednesday, November 18- 10am Thursday, November 19- 9pm	Telephone 940-369-7186 No password required. When you connect, please give your name. Your instructor is the facilitator
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 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
Reflective journal on a Nonprofit	Due November 11 by 11:30 pm

Week 13, November 18-22, 2013

Course Document	Kouzes and Posner: Leadership is a Relationship and Modeling the Way
Text Reading	Kouzes & Posner Chapter 1-3 Dolch and associates Chapter 7
Discussion Board	Week 14: Write your Credo Week 14: Nonprofit Case The community Center

Week 14, November 25-29, 2013 (Thanksgiving Break Nov. 28-Dec, 1,2012)

Course Document	Kouzes and Posner: Thoughts on Shared Vision, Challenging the Process, and Enabling Others To Act
Text Reading	Kouzes and Posner Chapters 4-9
Discussion Board	Week 15: Conduct a postmortem on an activity Week 15: Autobiographical Qualitative Research Technique (AQRT) entry

Week 15, December 2-5, 2013 (Pre-finals Week)

Course document	Kouzes & Posner: Thoughts on Encouraging the Heart and Leadership for Everyone
Text Reading	Kouzes and Posner Chapters 10-12 and Look to Leaders Everywhere.... Dolch and associates Chapter 8
Discussion Board	Week 16: Share a Victory Celebration Involvement Week 16: Nonprofit Case Reflection
Final Exam Assigned	The Final Exam is available under Course documents for you to take by December 9 at 11:30 p.m.
Course evaluation	Please take the SETE on your "My UNT page."

Week 16, December 9-13, 2013 (Finals Week, Doctoral and Masters Commencement)

Course Document	Some final Course Thoughts
Text Reading	none
Discussion Board	none
Final Exam as assigned	Due on December 9 at 11:30 p.m.

UNT POLICIES

Student Conduct and Discipline: [Student Handbook](#).

Please refer to the UNT Faculty Handbook or your department regarding the Student Code of Conduct Policy.

Academic Honesty Policy

Please refer to the UNT Faculty Handbook or your department regarding the Academic Policy. A sample statement may include the following:

"You are encouraged to become familiar with the University's Policy of Academic dishonesty found in the [Student Handbook](#). The content of the Handbook applies to this course. Additionally, the following specific requirements will be expected in this class: (enter specific requirements). If you are in doubt regarding the requirements, please consult with me before you complete any requirements of the course."

ADA Policy

As per the Office of Disability Accommodation, a syllabus for a course SHALL include the following statement:

The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the Office of Disability Accommodation website at <http://www.unt.edu/oda>. You may also contact them by phone at 940.565.4323.

~~Add/Drop Policy~~

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Please refer to the UNT Faculty Handbook or your department regarding the Add/Drop Policy.

Important Notice for F-1 Students taking Distance Education Courses:

Federal Regulation

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the Electronic Code of Federal Regulations website at <http://www.oea.gov/index.php/links/electronic-code-of-federal-regulations>. The specific portion concerning distance education courses is located at "Title 8 CFR 214.2 Paragraph (f) (6) (i) (G)" and can be found buried within this document: <http://www.gpo.gov/fdsys/pkg/CFR-2012-title8-vol1/xml/CFR-2012-title8-vol1-sec214-2.xml>

The paragraph reads:

(G) For F–1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F–1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

University of North Texas Compliance

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student's responsibility to do the following:

- (1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.
- (2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.

RESOURCES

UNT Portal: <http://my.unt.edu>

UNT Blackboard Learn Student Resources: Technical Support: <http://www.unt.edu/helpdesk/>

UNT Library Information for Off-Campus Users:

<http://www.library.unt.edu/services/facilities-and-systems/campus-access>

UNT Computing and Information Technology Center:

<http://citc.unt.edu/services-solutions/students>

UNT Academic Resources for Students: <http://www.unt.edu/academics.htm>

Computer Labs: *[provide information if departmental labs are available for use to students]*. General access computer lab information (including locations and hours of operation) can be located at:

<http://www.gacl.unt.edu/>