**PADM 4200 Leadership Theory for Volunteer Managers**

# Syllabus, Fall Semester 2022

**Instructor:**

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**Course Description:**

This is a 100 %, asynchronous, 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 their family, work setting, or a community organization and this will allow for recognition and application of knowledge and skills from the course.

**Books:**

There are three books required for this course. Students who purchase other editions of the books may find themselves at a distinct disadvantage in the course. The earlier Northouse editions lack some new chapters in the Fifth Edition.

Leadership Theory, Research, and Practice

Peter G. Northouse. 2021. *Introduction to Leadership: Concepts and Practice, Fifth Edition.* Thousand Oaks, CA: Sage Publishing. (eBook available and recommended. Please see this web site:

<https://us.sagepub.com/en>[-us/nam/product/Northouse](https://us.sagepub.com/en-us/nam/product/Northouse)

Nonprofit Cases (NP)

Norman Dolch, Julianne Gassman, Ann Marie Kinnell, Stephanie Krick, Regan Schaffer, Sue Ann Strom, Susan Cruise, and Ronald Wade. 2021*. Leadership Cases in Community Nonprofit Organizations,3rd Edition.* Dubuque, Iowa: Kendal Hunt. (only available as an eBook) Please see the following web site:

[https://he.kendallhunt.com/product/leadership-cases-community-nonprofithttps://he.kendallhunt.com/product/leadership-cases-community-nonprofit-organizationsorganizations](https://he.kendallhunt.com/product/leadership-cases-community-nonprofit-organizations)

Nongovernmental Organization Cases (NGO)

Roseanne Mirabella, Ann Marie Kinnell, and Norman Dolch.

*Nongovernmental Organization Case Studies in Leadership from Around the World, Second Edition.*Dubuque, Iowa: Kendal Hunt. (only available as an eBook) Please see the following web site:

.<https://he.kendallhunt.com/product/nongovernmental>[-organization-case-studieshttps://he.kendallhunt.com/product/nongovernmental-organization-case-studies-leadership-around-worldleadership-around-world](https://he.kendallhunt.com/product/nongovernmental-organization-case-studies-leadership-around-world)

The first casebook is on USA based nonprofit organizations. The second casebook is on nongovernmental organizations, which are the equivalent of USA nonprofits. It was selected to give the course a global orientation since students are increasingly interested in nongovermmental (NGO) and nonprofit (NP) organizations working worldwide in the areas of health, human trafficking, and refugees. The NGO case book allows students in the course to directly apply material on leadership to these types of organizations rather than governmental or business organizations.

An important and interesting aspect of *Leadership Cases in Community Nonprofit Organizations* is that it tells the story of several nonprofits and their response to COVID-19 with insights into leadership for their organization and communities. It also allows students to compare the crisis response of organizations to COVID-19 with the financial crisis of the Great Depression of 2007.

**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:

Discussions:

Class discussions occur each week through Packback. Discussions count 31% of your course grade and the grading guidelines (rubric) are explained in Packback. Packback Questions is an online community where you canbe fearlessly curious and ask open-ended questions to build on top of what we are covering in class and relate topics to real-world applications.

Your participation on Packback will count toward 29% of your overall course grade. There will be a Weekly Saturday at 11:59PM CSTdeadline for submissions. In order to receive full credit, you should submit the following per each submission:

* 1 open-ended Question every week with a minimum Curiosity Score of 70, worth 10pts of each assignment grade
* 2 Responses every week with a minimum Curiosity Score of 70, worth 20pts of each assignment grade
* Half credit will be provided for questions and responses that do not meet the minimum curiosity score.

Determination of the scores is explained in Packback. Please note and follow the guides of Packback carefully. These guides will be the same for every course discussion.

Here is how you register to do your discussions on Packback:

Note: Only access Packback through Canvas for PADM4200, Section 900 (8006) in order to ensure your grades sync properly

1. Click the Packback assignment link within PADM4200, Section 900 (8006) to access the community
2. Follow the instructions on your screen to finish your registration.
3. In order for your grade to be visible inPADM4200, Section 900 (8006), make sure to click each Packback assignment link as you post your Packback submissions.

Packback access is provided by C.L.E.A.R., the division of UNT responsible for CANVAS and online instruction

How to Get Help from the Packback Team: If you have any questions or concerns about Packback throughout the semester, please read their FAQ at [help.packback.co](http://help.packback.co/). If you need more help, contact their customer support team directly at help@packback.co.

For a brief introduction to Packback Questions and why we are using it in class, watch this video: <https://www.youtube.com/watch?v=OV7QmikrD68>

Questionnaires:

There are questionnaires at the end of each chapter in the Northouse text. You are required to complete them and submit them as assigned. In the Canvas modules you will find them as pdf files.

Essays

Students will write three Autobiographical Qualitative Research Technique based essays on their leadership experiences. This is where you have an opportunity to analyze an experience providing leadership in your family, with your peers, in a work setting, or a community organization, The essay will focus on your recognition and application of knowledge and skills from the course. The technique is explained in the START HERE lesson for the first week of the course. These essays replace a midterm exam in the course. The grading rubric will be provided in the assignment.

Exams

There will be a final exam worth 200 points. More information will be provided towards the end of the course during week 14. The exam provides an opportunity for students to demonstrate their learning from the semester by making explicit references to material from the beginning to the end of the course. The expectation is a 3-page, double spaced answer in 12 point font. . Due May 10, 2022 by 11:30 pm.

Bonus Point Opportunity

Students may elect to keep a learning journal in which they record the information from the text and Canvas Module material. In the journal, students will record information that they consider important for future use in leading others. The weekly journal will be submitted in the weekly module. The format provided for the journal must be explicitly used. The optional weekly learning journal is worth 7 bonus points in the course. It provides a quick reference for you regarding assignments in the course and a future reference on leadership as you apply the course material in your personal and work life. Earlier students in the course report it worthwhile keeping the learning journal and you are encouraged to do it. Please pay special attention to the sample journal in the Start Here Module. The format must be explicitly followed or no bonus points will be awarded for a submission.

**Course Writing:**

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

<https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/apa_sample_paper.html>

A sample student paper is provided with the proper formatting, internal citation, and references. Use it as an example for your writing in the course, especially for writing the ADRQ Essays and citing references. Also use them for other writing in the course such as on the discussion boards when citing sources and providing references.

**Course Grades:**

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

**Breakdown of Total Points for Grading in the Course**

## Activity Points

Exercises

Chapter Questionnaires (10 points each).……………… 130

3 AQRT Essays (100 points each)……………………… 300

Discussion Boards

1 self- introduction (using packback).………………….. 30

11 NP, NGO, & Crisis Case Studies (20 points each).…. 330

1 discussion board on NP & NGO Differences.………… 30

Exam

Final (Essay…………………………………………….. 200

**Total: 1,020**

Bonus Points (Learning Journal)

Student Learning Journal (7 points possible each). …….……… 98

(note: If you do all the learning journals, you can raise your course grade by one letter grade. Journals must be submitted on a weekly bases, not all at once at the end of the course..

Final course grades will be assigned on the basis of a percentage breakdown of the 0 points in the course as follows: 100-90%= A, 89-80%= B, 79-70%= C, 6960%= D, and 59% and below= F.

**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:

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

Computer and Internet Literacy: <http://clt.odu.edu/oso/index.php?src=pe_comp_lit>

**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**

This course was developed and will be facilitated utilizing the University of North Texas’ Learning Management System named Canvas. To get started with the course, please go to Canvas Basics in MODULES located on the left margin of the course page.

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.](http://ams.unt.edu/)

**Student Resources**

As a student, you will have access to a web page provided by the publisher of the Northouse text called Edge:  [https://edge.sagepub.com/northouseintro4e.](https://edge.sagepub.com/northouseintro4e) The site includes flashcards on key concepts, quizzes to asses’ mastery of material, video and audio resources, access to full-text journal articles, and other useful material.

**Being a Successful Online Student**

What makes a successful online student**?**

[**http://www.ion.uillinois.edu/resources/tutorials/pedagogy/StudentProfile.asp**](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**](http://www.ion.uillinois.edu/resources/tutorials/pedagogy/selfEval.asp)

**Success at UNT**

Please see this website:

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

**Student Support**

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

Email: helpdesk@unt.edu

Phone: 940.565-2324

In Person: Sage Hall, Room 130

Regular hours are maintained to provide support to students. Consult this website

for updated hours:

<http://www.unt.edu/helpdesk/hours.htm>

**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 may 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 may be sent to students who have either an attendance or grade problems.

 Syllabus subject to change by the instructor. Students will be notified by a course announcement and often an 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 Dishonestly 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.

**Student Behavior in the Classroom:**

Students are expected to be courteous and always exhibit their best manners. Anyone with unacceptable behavior as determined by the professor 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.](http://www.unt.edu/csrr)

Netiquette is very important. The course asks you to follow the Core Rules of

*Netiquette* from the book *Netiquette* by Virginia Shea. Please go to <http://www.albion.com/netiquette/corerules.html>

Please note that disability accommodations are not retroactive.

Accommodations will be made only after a disability is officially verified.

**Fundamental Principles of Life, Liberty, Equality, Equity, and in doing good to all people:**

The Department of Public Administration believes in the fundamental principles of life, liberty, equality, equity, and in doing good to all people as we serve our students and the public interest.

·         We believe in the importance of diversity and inclusion.

·         We believe in fairness and equity for all faculty and students in and out of class.

·         We believe in mutual respect and civility for all students and faculty.

·         We believe that faculty and students have a right to a redress of grievances.

·         We believe that students and faculty should be actively engaged in good works.

# Course Schedule

## Week 1, August 29-September 2, 2022

|  |  |
| --- | --- |
| Module | Start Here |
| Reading | Begin reading chapter 1 in NP Dolch & Associates |
| Discussion | Week 1 Self Introduction |

**September 5- Labor Day HOLIDAY**

## Week 2, September 6-9, 2022

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| --- | --- |
| Module 1 | Northouse Chapter 1: Understanding leadership and Differences Between Nonprofit and Business Leadership |
| Text Reading | Northouse Chapter 1 / NP Dolch &  Associates Chapter 1/ NGO Mirabella &  Associates, Chapter 1 |
| Questionnaire (found in Northouse Chapter 1 and also located in the Module where it should be submitted) | Conceptualizing Leadership Questionnaire |
| Discussion  (located in the Module) | Week 2: [NP & NGO differences and leadership](https://learn.unt.edu/webapps/discussionboard/do/forum?action=list_threads&nav=discussion_board_entry&course_id=_91206_1&conf_id=_172021_1&forum_id=_279220_1) |
| Learning Journal  (Located in the Module) | Northouse Chapter 1 and Module Material |

## Week 3, September 12-16, 2022

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| --- | --- |
| Module 2 | Northouse Chapter 2 Recognizing Your Traits |
| Text Reading | Northouse Chapter 2 and NP Dolch & Associates Chapter 2 |
| Questionnaire found in Northouse (Chapter 2 and also in Module 2) | Leadership Traits Questionnaire |
| Discussion | Week3: Np Dolch & Associates Chapter 2 Literacy Plus |
| Learning Journal  (located in Module 2) | Chapter 2 Northouse and COURSE DOCUMENTS |

**Week 4, September 19-23. 2022**

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| --- | --- |
| Module 3 | Northouse Chapter 3: Understanding Philosophy and Styles |
| Text Reading | Northouse Chapter 3  NP Dolch & Associates chapter 3 |
| Questionnaire | Leadership Styles Questionnaire |
| Discussion | Week 4: NP Dolch & Associates: Out of Homelessness |
| Learning Journal | Chapter 3 and Module Material |

**Week 5, September 26-30, 2022**

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| --- | --- |
| Module 4 | Northouse Chapter 4. Attending to Tasks and Relationships |
| Text Reading | Northouse Chapter 4 |
| Questionnaire | Task and Relationship Questionnaire |
| AQRT Essay 1. | AQRT Essay 1- relate 3 aspects of chapters 1-4 to your personal life |
| Learning journal | Chapter 4 and Module Material |

**Week 6, October 3-7, 2022**

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| --- | --- |
| Module 5 | Northouse Chapter 5.  Leadership Skills |
| Text Reading | Northouse Chapter 5/ Mirabella, NGO Cases, Chapter 6, Sweden |
| Questionnaire | Leadership Skills Questionnaire |
| Discussion | Week 6: Mirabella NGO Cases, Chapter 6, Sweden |
| Learning Journal | Chapter 5 and Module Material |

**Week 7, October 10-14, 2022**

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| --- | --- |
| Module 6 | Northouse Chapter 6: Engaging Strengths |
| Text Reading | Northouse Chapter 6 |
| Questionnaire | Leadership Strengths Questionnaire |
| Discussion | Analyze the case in NP Dolch & Associates Gulf Coast Shelter |
| Learning Journal  Submit under COUSE DOCUMENTS | Chapter 6  Northouse & Module Material |

**Week 8, October 17-21, 2022**

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| --- | --- |
| Module 7 | Creating a Vision |
| Text Reading | Northouse Chapter 7, NP Dolch & Associates Chapter 5 |
| Discussion | Week 8: Case Study: “Stop Growling  Stomachs” from NP Dolch & Associates (Chapter 5) |
| Learning Journal | None |
| Questionnaire | Vision Questionnaire |

**Week 9, October 24-28, 2022**

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| --- | --- |
| Module 8 | Northouse Chapter 8: Establishing a Constructive Climate |
| Text Reading | Northouse Chapter 8 |
| Questionnaire | Organizational Climate Questionnaire |
| AQRT Essay 2 | AQRT Essay 2- relate 3 aspects of chapters 5-8 to your personal life |
| Learning Journal | Chapter 8 and Module Material |

**Week 10, October 31-November 4, 2020**

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| --- | --- |
| Module 9 | Chapter 9. Embracing Diversity and Inclusion |
| Text Reading | Northouse Chapter 9/ Mirabella, NGO Cases: Chapter 12 Services for the Disabled |
| Questionnaire | Cultural Diversity Awareness  Questionnaire |
| Discussion | Week 12: Mirabella, NGO Cases: Chapter 12 Services for the Disabled |
| Learning Journal | Chapter 9 and Module Material |

**Week 11, November 7-11, 2022**

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| --- | --- |
| Module 10 | Northouse Chapter 10: Listening to Outgroup  Members |
| Text Reading | Northouse Chapter 10  Mirabella, NGO Cases, Chapter 2 Mexico |
| Questionnaire | 10.2 Building Community Questionnaire |
| Discussion | Week 13: Mirabella, NGO Cases, Chapter 2 Mexico |
| Learning Journal | Chapter 10 and Module Material |

**Week 12, November 14-18, 2022**

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| --- | --- |
| Module 11 | Crisis Leadership |
| Text Reading | Dolch & Associates, final chapter |
| Questionnaire | None |
| AQRT Essay 3 | Write about leadership you have experienced in a crisis and reference material from this module and the final chapter of Dolch & Associates. |
| Learning Journal | none |

**Week 13, November 21-25, 2022**

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| Module 12 | Northouse Chapter 11 Managing Conflict |
| Text Reading | Northouse Chapter 11  Mirabella, NGO Cases Chapter 7 Latvia |
| Questionnaire | Conflict Style Questionnaire |
| Discussion | Week 14: Mirabella, NGO Cases Chapter 7 Latvia |
| Learning Journal | Chapter 11 and Module Material |

**Week 14, November 28-December 2, 2022**

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| Final Exam Assigned | The final exam is a take-home exam and due on  December 13 at 11:30 pm |
| Module 13 | Northouse Chapter 12 Ethics |
| Text Reading | Northouse Chapter 12  Dolch & Associates Chapter 7 Community Center |
| Questionnaire | Ethical Leadership Style Questionnaire  (Chapter12 |
| Discussion | Week 14: Dolch & Associates Chapter 7 Community Center |
| Learning Journal | Northouse Chapter 12 and Module Material |

**Week 15, December 5-9, 2022**

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| --- | --- |
| Final Exam | Due on May 13, 2022 at 11:30 pm |
| Module 14 | Northouse Chapters 13 & 14 on Overcoming Obstacles and Exploring Destructive Leadership |
| Text Reading | Northouse 13 Overcoming Obstacles and  Northouse 14 Exploring Destructive Leadership  Mirabella NGO Cases Chapter 5 Finding True North |
| Questionnaire | Path-Goal Styles Questionnaire |
| Discussion | Mirabella NGO Cases Chapter 5 Finding True North |
| Learning journal | Northouse chapter 13 & 14 and Module Material |

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| --- | --- |
| **Week 16, December 12-16, 2022**  Final Exam | Due on May 13 at 11:30 pm |
|  |  |

**Fall 2022 UNT Academic Calendar**

|  |  |  |  |
| --- | --- | --- | --- |
| **Key Semester Dates** | **Full Term August 29 - December 16** | **8 Week 1 Session August 29- October 21** | **8 Week 2 Session October 24-December 16** |
| **Schedule of Classes Available on myUNT** | March 7 | March 7 | March 7 |
| **Registration Opens** for specifics by student group/class: See spring registration guide at [registrar.unt.edu/registration](https://registrar.unt.edu/registration) | March 21 | March 21 | March 21 |
| **Regular Registration Ends** Full Semester and 8WK1 registration closes at 4:30 p.m. and Tuition and Fees due by 5:00 p.m. 8WK2 registration closes at 11:30 a.m. and Tuition and Fees due by 12:00 p.m. See [Student Accounting](https://sfs.unt.edu/) for payment deadlines. | Aug 25 | Aug 25 | Oct 20 |
| **Late Registration Begins - For Students not Registered for the Term** Students registering late will incur a late registration fee of $75. See [Student Accounting](https://sfs.unt.edu/) for payment deadlines. Full Semester & 8WK1 registration ends at 4:30 p.m. and Tuition and Fees due by 5 p.m. 8WK2 registration ends at 11:30 a.m. and Tuition and Fees due by 12 p.m.﻿ | Aug 26–Sep 2 | Aug 26–Sep 2 | Oct 21–28 |
| **Last Day to Withdraw from Entire Term on myUNT** Courses do not appear on the transcript. After this date see Dean of Students to withdraw from the entire term. | Aug 28 | Aug 28 | Oct 23 if only 8WK2 |
| **Classes Begin** | Aug 29 | Aug 29 | Oct 24 |
| **Last Day to Add a Class Section** See [Student Accounting](https://sfs.unt.edu/) for payment deadlines. | Sep 2 | Sep 2 | Oct 28 |
| **Census - Official Enrollment Determined** Last day to drop a course section to no longer appear on the official transcript. *(Dropping courses may impact financial aid and degree completion. See advisors.)* | Sep 12 | Sep 3 | Oct 29 |
| **Drop with a Grade of W Begins** Beginning this date students can drop a course with a grade of W. The course appears on the transcript with a grade of W and tuitions fees remain. *(Dropping courses may impact financial aid and degree completion. See advisors.)* | Sep 13 | Sep 4 | Oct 30 |
| **Last day to change to pass/no pass grade option (undergrads)** | Oct 7 | Sep 16 | Nov 11 |
| **Midpoint of the semester** | Oct 21 | Sep 23 | Nov 18 |
| **Last day for a student to drop a course or all courses with a grade of W** | Nov 18 | Oct 7 | Dec 2 |
| **First day to request a grade of Incomplete** | Nov 19 | Oct 8 | Dec 3 |
| **Pre-Finals Days** | Dec 7-8 | NA | NA |
| **Last Regular Class Meeting** | Dec 8 | Oct 20 | Dec 15 |
| **Reading Day - No Classes** | Dec 9 | NA | NA |
| **Final Exams** | Dec 10–16 | Oct 21 | Dec 16 |
| **Last Day Term** | Dec 16 | Oct 21 | Dec 16 |
| **University Grade Submission Deadline 4pm** | Dec 19 | Oct 24 | Dec 19 |
| **Grades/Academic Standing posted on the Official Transcript** | Dec 21 | Dec 21 | Dec 21 |