**PADM 4200 Leadership Theory for Volunteer Managers**

# Syllabus, Spring Semester 2022

**Instructor:**

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**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 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-nonprofitorganizations](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-studiesleadership-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. The NGO case book is also used in the collaboration course of Dr. Keyes and the cases that she uses in her course are not cases that will be used in this course.

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:

The discussion feature of Canvas is used each week. There will be a forum assigned for the week. It is graded with guidelines known as a grading rubric and it is very important for you to read and note this in the remainder of this discussion. The first forum under the DISCUSSION area of Canvas reproduces these guidelines (rubrics) for quick reference when you participate in the discussion boards of the class.

Discussions are usually graded within 5-7 days. A numerical grade is given corresponding to the rubric. Some notes are given and referencing the grading rubric gives you considerable feedback. For example, in the note section you might be told that post=8 and reply=8. Referencing the grading rubric indicates that 8/10 points on the discussion means that you explicitly referenced course material in your discussion but did not include any material over and above the course such as material from another class pertinent to the question nor material from a web site, professional journal article, book, personal experience, etc.

*Guidelines or rubrics for the case studies are as follow*:

(Note: Some material is a repeat of the previous two paragraphs but you are encouraged to read the Guidelines very carefully)

Generally speaking, your professor expects you to make insightful comments on the discussions and in group work on Canvas. An approximate entry length is 125 to 150 words.

It is recommended that you type your response in a word document to verify spelling and length and then copy it into the discussion post.

Please note that the rubric applies to both your post and replies. Unless otherwise directed, always make a posting and reply to the posting of another person on the discussion boards.

Case study posts are graded on a scale of 0-10 points and the reply to at least one person is also graded on a scale of 0-10 points. The case study discussion boards are worth 20 points, 10 points for the post and 10 points for the reply to another. Each is graded separately and the total recorded as the grade.

Here is the basic grading rubric unless otherwise instructed:

10 points = A direct and explicit reference to the text or other course material plus a relationship to personal experience, something read in a professional journal or on a web site, material from another class, etc.

8 points = A direct and explicit reference to the text or other course material

7 points = A comment dealing with the topic at hand but lacking a direct and explicit reference to the text or other course material

6 points= A comment that is only remotely related to the topic of the discussion

5 points= A comment like "You made a good point"

0 points= no comment then no points

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.

Student Learning Journal

Students are required 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 weekly learning journal is worth 25 points. 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. Please pay special attention to the sample journal in the Start Here Module.

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 15. 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. e. Due May 10, 2022 by 11:30 pm.

**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

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

Discussion Boards

9 NP, NGO, & Crisis Case Studies (20 points each).…. 200

1 discussion board on NP & NGO Differences.………… 20

AQRT Succeeding at UNT…………..………….……… 20

Exam

Final (Essay……………………………………………… 200

Learning Journal

Student Learning Journal (25 points each). …….……… 300

**Total: 1,170**

Final course grades will be assigned on the basis of a percentage breakdown of the 1,150 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, January 18-21,2022

|  |  |
| --- | --- |
| Module | Start Here |
| Reading | Begin reading chapter 1 in NP Dolch & Associates |
| Discussion  (Both are due 1/24/2022 by 11:30 pm) | Week 1a Self Introduction (not graded)  Week 1b AQRT on succeeding at UNT |

## Week 2, January 24-28, 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, January 31- February 4,2022

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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, February 7-11. 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, February 14-18, 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, February 21-25, 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, February 28-March 4, 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, March 7-11, 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 |

**March 14-18, 2022 is Spring Break, No Class**

**Week 9, March 21-25,2022**

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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, March 28-April 1, 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, April 4-8, 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, April 11-15, 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, April 18-22, 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, April 25-29, 2022**

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| Final Exam Assigned | The final exam is a take-home exam and due on  May 10 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, May 2-6, 2022**

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| Final Exam | Due on May 10, 2022 at 11:30 pm  The final exam is on the United Way of Central Maryland in Crisis Management: A Response to Covid-19 |
| Module 14 (13) | 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 |

**Week 16, May 9-13, 2022**

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| Final Exam | Due on May 10 at 11:30 pm |
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**2022 UNT Academic Calendar**

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| --- | --- |
| **Classes Begin** | Jan 18 |
| **Last Day to Add a Class Section** See [Student Financial Services](https://sfs.unt.edu/) for payment deadlines. | Jan 21 |
| **Census - Official Enrollment Determined** Last day to drop a course section to no longer appear on the official transcript and to receive a full refund for the course section. *(Dropping courses may impact financial aid and degree completion. See advisors.)* | Jan 31 |
| **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.)* | Feb 1 |
| **Last day to change to pass/no pass grade option (undergrads)** | Feb 25 |
| **Midpoint of the semester** | Mar 11 |
| **Last day for a student to drop a course or all courses with a grade of W** | April 8 |
| **First day to request a grade of Incomplete** | Apr 9 |
| **Pre-Finals Days** | May 4-5 |
| **Last Regular Class Meeting** | May 5 |
| **Reading Day - No Classes** | May 6 |
| **Final Exams** | May 7-13 |
| **Last Day Term** | May 13 |
| **University Grade Submission Deadline 4pm** | May 16 |
| **Grades/Academic Standing posted on the Official Transcript 6pm** | May 18 |