

Leadership Theories and Practices

CCPA 5301 and EDU 5343

Tuesday 6:30 - 9:20 PM

Room 244, Umphrey Lee

FALL 2003

Instructors:

Jim Caswell
203 Perkins Administration Building

Office Hours - by appointment
768-2821

jcaswell@mail.smu.edu

Dee Siscoe
302 Hughes-Trigg Student Center

Office Hours – by appointment

768-4564

dsiscoe@mail.smu.edu

Required Texts: Komives, S. R., Lucas, N., & McMahon, T.R. (1998). Exploring Leadership for College Students Who Want to Make a Difference. San Francisco, CA: Jossey-Bass.

Depree, M. (1992). Leadership Jazz. Broadway, NY: Dell Publishing.

Articles as assigned.

Course Description: An examination of the theories and skills necessary for the development of effective leadership with an emphasis on the Relational Leadership Model. The course includes opportunities for evaluating leaders and leadership behavior in a variety of contexts.

Course Objectives:

1. To study and apply leadership theories and skills;
2. To understand and be able to evaluate the effectiveness of various leadership behaviors in different contexts; and,
3. To develop a knowledge of theoretical concepts and to be able to apply theories appropriately to your own personal approach to leadership.

Teaching Methods:

This course will use the basic concepts of experiential learning theory:

1. Abstract conceptualization through lectures, papers, guest speakers;
2. Active experimentation through case studies, projects, field work;
3. Concrete experiences through texts, examples and observations; and,
4. Reflective observations through discussions, questions, papers and interviews.

Grades: Your grade will be based on the following elements:

Five papers (NO MORE THAN 750 WORDS EACH!)	40%
Final Paper (10-12 PAGES MAX!)	30%
Three interviews	15%
Class Participation	10%
Attendance	5%

Papers

Five papers will be assigned through the semester. These papers should not exceed two pages. The paper must involve the theme discussed in class. The instructor will be evaluating your ability to relate theory discussed in class with real world examples and practices. Papers must be turned in on the date they are assigned. A written explanation **MUST** accompany ALL late papers. Late papers that are not accompanied by a written explanation will not be accepted.

Final Paper Due

Develop a list of 10 leadership attributes/behaviors/traits/actions/attitudes that you consider essential. Explain why you chose those 10, others you considered and eliminated. Be sure to cover the wide range of topics and ideas from your readings and class discussions.

Interviews

Each student must complete three interviews throughout the semester. Interviews should be no longer than one to one and a half pages in length. The interview should be of a person **you** consider to be a leader. The focus of the interview will be dependent upon the topic discussed in class the week prior to the due date. Please pay careful attention to the syllabus to check when interviews are due.

Participation and Attendance

Attendance is mandatory. Since class discussion and participation are critical components of this class and of effective leadership in “real world” situations, attendance and active classroom participation are crucial. Three unexcused absences will result in a lower letter grade. Students who accumulate five unexcused absences or more will be encouraged to drop the course. Please talk with the instructor or leave a message prior to missing class. Excused absences must accompany a doctor’s note or written explanation. The instructors reserve the right to determine if an absence is excused or not.

Grading Scale

A = 95 or above	C+ = 79-77
A- = 94-90	C = 76-74
B+ = 89-87	C- = 73-70
B = 86-84	D+ = 69-67
B- = 83-80	D- = 63-60
	F = 59 or below

Course Outline

August 26

Introduction and course overview

Discussion of syllabus and expectations

September 2

Theme: Leadership Theories

Text: Komives, S. R., Lucas, N., & McMahon, T.R. (1998). The Changing Nature of Leadership. In Exploring Leadership for College Students Who Want to Make a Difference. San Francisco, CA: Jossey-Bass. [Chapter 2]

Text: Depree, M. (1992). Watercarriers. In Leadership Jazz. Broadway, NY: Dell Publishing.

Article #1: Northouse, P.G. (2001). Introduction. In Leadership: Theory and Practice (3rd ed.) (pp. 1-13) Thousand Oaks, CA: Sage Publication. [Chapter 1]

September 9

Theme: Leadership Theories

Text: Komives, S. R., Lucas, N., & McMahon, T.R. (1998). A New Way of Understanding Leadership. In Exploring Leadership for College Students Who Want to Make a Difference. San Francisco, CA: Jossey-Bass. [Chapter 3]

Article #2: Goleman, D. (2000). Leadership That Gets Results. Harvard Business Review, March-April, 2001.

DUE: *Interview #1*

September 16

Theme: Understanding Yourself & Others

Text: Komives, S. R., Lucas, N., & McMahon, T.R. (1998). Understanding Yourself. In Exploring Leadership for College Students Who Want to Make a Difference. San Francisco, CA: Jossey-Bass. [Chapter 4]

Text: Depree, M. (1992). Finding One's Voice. In Leadership Jazz. Broadway, NY: Dell Publishing.

Articles 3 & 4: Know Thyself and Primal Leadership, Harvard Business Review, December, 2001.

Activity: True Colors – Carol Clyde, Director Leadership, Community Involvement

DUE: *Reaction Paper #1 on Leadership Theories*

Course Outline (continue)

September 23

Theme: Understanding Yourself & Others

- Text: Komives, S. R., Lucas, N., & McMahon, T.R. (1998). Understanding Others. In Exploring Leadership for College Students Who Want to Make a Difference. Jossey-Bass: San Francisco, CA. [Chapter 5]
- Text: Depree, M. (1992). God's Mix. Leadership Jazz. Broadway, NY: Dell Publishing.
- Activity: Kiersey Temperament Sorter

September 30

Theme: Followership

- Text: Depree, M. (1992). Followership. In Leadership Jazz. Broadway, NY: Dell Publishing.
- Article #5: Followership, Harvard Business Review, December, 2001.
- Guest: Jeanne Whitman, Vice President for Development and External Affairs
- DUE: *Interview #2*

October 7

Theme: Followership

- Article #6 Smith, K.D., (1996). The Following Part of Leading. Hasselbein, F., Goldsmith, M., & Beckhand, R., (Eds.), In The Leader of the Future (pp. 199-207). San Francisco, CA: Jossey-Bass.
- Activity: "Lord of the Flies" clip.
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Course Outline (continue)

October 14 – Fall Break – No Class

October 21 Theme: Ethics

- Text: Komives, S.R., Lucas, N. & McMahon, T.R. (1998).
Leading with Integrity and Moral Purpose. In Exploring
Leadership for College Students Who Want to Make a
Difference. Jossey-Bass: San Francisco, CA [Chapter 9]
- Article #7: Northouse, P.G. (2001). Leadership Ethics. In Leadership:
Theory and Practice (3rd ed.) (pp. 249-275). Thousand Oaks,
CA: Sage Publication.
- Guest: Lorren Timberman, Assistant Director Maguire Center for
Ethics
- DUE: *Reaction Paper #2 on Followership*

October 28 Theme: Ethics

- Text: Depree, M. (1992). Where Do Ethics and Leadership
Intersect? In Leadership Jazz. Broadway, NY: Dell
Publishing.
- Activity: Case Studies

November 4 Theme: Common Purpose

- Article #8: Kouzes, J.M., & Posner, B.Z. (1987). Enlist Others:
Attracting People to Common Purposes. In The Leadership
Challenge: How to Get Extraordinary Things Done in
Organizations (pp. 107-129). Boston, MA: Jossey-Bass.
- DUE: *Interview #3 on Ethics*
Reaction paper #3
- Text: Komives, S.R., Lucas, N., & McMahon, T.R. (1998).
Understanding Complex Organizations. In Exploring
Leadership for College Students Who Want to Make a
Difference. San Francisco, CA: Jossey-Bass [Chapter 7]
- Movie: *12 Angry Men* (modern version)
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Course Outline (continue)

November 11 **Theme: Common Purpose**

Text: Komives, S.R., Lucas, N., & McMahon, T.R. (1998). Building Coalitions and Communities. In Exploring Leadership for College Students Who Want to Make a Difference. San Francisco, CA: Jossey-Bass. [Chapter 8]

November 18 **Theme: Managing Change**

Text: Depree, M. (1992). Give the Gift of Change. In Leadership Jazz. Broadway, NY: Dell Publishing.

Article #9: All in a Day's Work, Harvard Business Review, December, 2001.

Due: *Reaction Paper #4 on Common Purpose*

November 25 **Theme: Leading Teams and Organizations**

Text: Komives, S. R., Lucas, N., & McMahon, T.R. (1998). Interacting in Teams and Groups. In Exploring Leadership for College Students Who Want to Make a Difference. San Francisco, CA: Jossey-Bass. [Chapter 6]

Activity: To Be Announced, Carol Clyde, Director Leadership, Community Involvement

Due: *Reaction Paper #5 on Managing Change*

December 2 **Theme: Organizational Renewal**

Text: Komives, S. R., Lucas, N., & McMahon, T.R. (1998). Why Renewal is Vital to Groups and Organizations. In Exploring Leadership for College Students Who Want to Make a Difference. San Francisco, CA: Jossey-Bass. [Chapter 10]

Guest: Jeff Stresse, SMU Manager for Employee & Employer Relations

Course Outline (continue)

December 9 **Dinner at the Caswells'**

Final Paper Due: Develop a list of 10 leadership attributes/behaviors/traits/actions/attitudes that you consider essential. Explain why you chose those 10, others you considered and eliminated. Be sure to cover the wide range of topics and ideas discussed in class.

Articles

- Article #1 Northouse, P.G. (2001). Introduction. In Leadership: Theory and Practice (3rd ed.) (pp.1-13) Thousand Oaks, CA: Sage Publication. [Chapter 1]
- Article #2 Goleman, D. (2000). Leadership That Gets Results. Harvard Business Review, March-April, 2001/
- Article #3 Know Thyself, Harvard Business Review, December, 2001.
- Article #4 Primal Leadership, Harvard Business Review, December, 2001.
- Article #5 Followership, Harvard Business Review, December, 2001.
- Article #6 Smith, K.D., (1996). The Following Part of Leading. Hasselbein, F., Goldsmith, M., & Beckhand, R., (Eds.), In The Leader of the Future (pp. 199-207). San Francisco, CA: Jossey-Bass.
- Article #7 Northouse, P.G. (2001). Leadership Ethics. In Leadership: Theory and Practice (3rd ed.) (pp.301-329). Thousand Oaks, CA: Sage Publication.
- Article #8 Kouzes, J.M., & Posner, B.Z. (1987). Enlist others: Attracting People to Common Purposes. In The Leadership Challenge: How to Get Extraordinary Things Done in Organizations (pp. 107-129). Boston, MA: Jossey-Bass.
- Article #9 All in a Day's Work, Harvard Business Review, December, 2001.

University Policies and Accommodations

Disability Accommodations: Students needing academic accommodations for a disability must first contact Ms. Rebecca Marin, Coordinator, Services for Students with Disabilities (214-768-4557, 220 Memorial Health Center) to verify the disability and establish eligibility for accommodations. They should then schedule an appointment with the professor to make appropriate arrangements. (See University Policy No. 2.4.)

Religious Observance: Religiously observant students wishing to be absent on holidays that require missing class should notify their professors in writing at the beginning of the semester, and should discuss with them, in advance, acceptable ways of making up any work missed because of the absence. (See University Policy No. 1.9.)

Excused Absences for University Extracurricular Activities: Students participating in an officially sanctioned, scheduled University extracurricular activity will be given the opportunity to make up class assignments or other graded assignments missed as a result of their participation. It is the responsibility of the student to make arrangements with the instructor prior to any missed scheduled examination or other missed assignment for making up the work. (University Undergraduate Catalogue)