



SCHOOL OF BUSINESS
MOUNT ST. JOSEPH UNIVERSITY

Exploring Leadership – Fall 2019 S1 20
Mount St. Joseph University School of Business

Course Number: MOL 600
Level: Graduate, Required
Credit Hours: 3
Course Meets: Saturdays, (9/7, 9/28, 10/19, 11/9, 12/7) 8:30 – Noon CL 202

Instructor Name: Diane M. Wiater, PhD
Office Location: home
Office Hours: by appointment
Telephone: 513-302-1399 (no text messages please)
E-mail address: Diane.Wiater@msj.edu

COURSE DESCRIPTION

Prerequisite(s): Must be taken in the first nine hours of course work This course explores the meaning of leadership across time, culture and contexts and also examines classic writings on leadership, the most recent leadership theories and research, and popular contemporary management books on leadership. Special attention will be given to theories that emphasize the role of values and ethics in leadership. Students also begin assessing their own leadership skills.

COURSE LEARNING OUTCOMES

At the successful completion of this course, students will be able to:

1. Comprehend classic and modern leadership theories, studies and considerations.
2. Be effective in using leadership concepts to observe, analyze and understand the behavior of leaders.
3. Become more aware of his or her own leader strengths and weaknesses.
4. Be a more effective leader through the assessment and advancement of his or her own leader skills and capacity.
5. This course is designed to help students understand management and leadership at the personal, interpersonal, team and organizational levels with a particular focus on values and behaviors required of a leader. Understanding of this will be demonstrated through both oral and written work.
6. Finish the course with a completed personal leader development plan.

PROGRAM LEARNING OUTCOMES ASSESSED IN THIS COURSE

These learning outcomes will be guiding our course:

1. Academic Excellence: Mastery of competencies and communication appropriate for respective disciplines/professions.
2. Ethics: Ethical decision-making consistent with one's discipline/profession.



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3. Leadership: Socially responsible leadership within an organization or professional environment.
4. Service: Service to others that incorporates professional skills and knowledge.

REQUIRED COURSE MATERIALS

Hughes, Ginnett, & Curphy. (2015). Leadership: Enhancing the lessons of experience. 8th Edition. McGraw Hill: Boston.

Northouse, P. (2018). Leadership theory and practice. 8th Edition. Sage Publications: Thousand Oaks, CA.

Hicks, D. (2013). Dignity: Its essential role in resolving conflict. Yale University Press.

Dweck, C. (2007). Mindset: The new psychology of success. Ballantine Books.

RECOMMENDED COURSE MATERIALS

Select articles will be shared on Blackboard throughout the course. These represent required reading, unless otherwise noted.



LEARNING STRATEGIES

Type	% of Course
Lecture/Traditional Classroom	25%
Blended (traditional and online)	5%
Online	
Other:	
• Presentations	35%
• Projects/writing	35%

Graduate

Description	Letter Grade	GPA Scale	Range
Excellent	A	4.0	90% - 100%
Very Good	B	3.0	80% - < 90%
Good	C	2.0	70% - < 80%
Fail	F	0	< 70%

GRADING

The grade a student receives in class will be determined as follows:

Class Engagement	25%
Reflective Leadership Essay (Pre-Assignment)	10%
Chapter Presentation/Facilitation Assignment (Northouse)	15%
Nature of Leadership Essay (Film Project)	15%
Personal Leadership Integration Paper	20%
Discussion Leader Assignment (Hicks)	15%
Total	100%

Class Engagement (25%, 5% for each class session):

Includes attendance, active participation in class activities and discussions, and leading contemporary case conversations. Also considered in evaluation are the rigor in thought leadership demonstrated, constructive debate of ideas, and the engagement of colleagues in discussion.

Reflective Leadership Essay (Pre-Assignment 10%):

1. VIA Character Strengths Assessment

Register for and complete the free VIA Survey of Character Strengths. This survey consists of 120 items and can be completed in less than 30 minutes. Save and print your results.

Please bring your results report to the first class.

Access the survey through this link: <http://www.viacharacter.org>

2. Read and be prepared to discuss the following article:



Arena, M.J., & Uhl-Bien, M. (2016). Complexity leadership theory: Shifting from human capital to social capital, *People + Strategy*, 39(2), 22-27.

This article is attached.

Questions to consider:

- What is defining about complexity leadership theory?
- Identify 3 things in the article that strike your curiosity. What makes it so?
- What from the article have you experienced in practice? Be prepared to share more about the story.

3. Read and be prepared to discuss Chapters 1 & 4 in the Hughes text.

4. Reflective Leadership Essay (10%)

Due: Post to Blackboard by end of day, September 14, 2019

5-7 pages of writing, double-spaced with 1-inch margins.

This paper is included in the Pre-Assignment work so that you can engage meaningful reflection and begin writing. This essay is autobiographical, inviting you to consider the “data” through your life that has informed and shaped your present leader self. You are asked to reflect on the personal meaning of past (reaching back to your earliest memories of meaning) and present experiences that you identify as formative in your leader path. Consider what has inspired your personal and professional leader development, including the shaping of values, interests, goals, choices in path, etc. Your integration in work, community, family, and other relevant contexts may inform your work.

Northouse Chapter Presentations (15%) (Due class 2, 3 and 4)

In pairs, you will be assigned responsibility for teaching three chapters from the *Northouse* book. You will have 60 minutes to facilitate the learning of your class members on the theories described in your assigned chapters. In addition to teaching the content, you may lead a class discussion, group exercise, activities, etc. in order to meet this objective. You should consider developing a number of questions to stimulate class discussion. Feel free to be creative. Both the instructor and the students in the class will evaluate your performance.

Your team may decide how you would like to distribute and construct the facilitation, ensuring all members have core responsibility in accomplishing an effective facilitation.

Discussion Leader Assignment (10%)

Each leader will select an element of Dignity from Hicks to prepare and facilitate a 15-minute discussion among class colleagues during Class 5. A one page outline/summary of the material is also required to be submitted to Blackboard following the class (Dec. 7).

Nature of Leadership Essay (15%). (Due class 4)

Select and have your film approved by the professor by Class 2.

Each leader will select a movie to enjoy and write a 5-page essay on the leadership style, approach and impact of a key character. Describe what is noticed, relate what's noticed to learnings from course content and use examples to substantiate your assessments. If



additional characters provide compelling intersections in leader style and impact, please include in your essay. This assignment is designed to demonstrate your understanding and application of theoretical and practical concepts of leading.

Personal Leadership Integration Paper (15%) (Due before class 5)

Each leader will write a 7-10 page paper synthesizing the concepts covered in this course as they make meaning with who you are as a leader. This may be considered an extension of your Reflective Leadership Essay completed early in the course.

This paper will incorporate:

- a) your reflections on leadership as inspired through the course
- b) an explanation of how your understanding of leadership has shifted through the semester
- c) key ideas you are inspired by
- d) concepts and capacities you would like to experiment with
- e) your personal beliefs/values and leadership philosophy.
- f) Include an assessment of your own leadership strengths and talents that contribute to your leader identity, which may include referencing any assessments you completed before or during the class.
- g) Finally, provide a personal leadership development action plan referencing your short/long term leadership goals launching from this class.

POLICIES

ACADEMIC HONESTY POLICY:

Please use the following link to access Mount St. Joseph University's Academic Honesty Policy. The policy will be enforced in this class.

<http://registrar.msje.edu/undergraduate-catalog/rights-policies/academic-policies/academic-honesty/>

DISABILITY POLICY

In compliance with Section 504 of the Rehabilitation Act of 1973, Mount St. Joseph University provides academic adjustments and auxiliary aids for students with physical or mental impairments that substantially limit or restrict one or more major life activities such as walking, seeing, hearing, or learning. Students with disabilities should contact Meghann Littrell, the Director of Learning Center & Disability Services, to present documentation and develop individualized accommodation plans (244-4524, Meghann.Littrell@msje.edu, Learning Center, Room 156 Seton). Students who have already registered with MSJ Disability Services are encouraged to discuss their accommodations with their course faculty at the beginning of each semester. Additional information can be found at <http://www.msje.edu/academics/disability-services/>.

TEMPORARY ILLNESS POLICY:

Please use the following link to access Mount St. Joseph University's Temporary Illness Policy. https://mymount.msje.edu/ICS/icsfs/Temporary_Illness_Injury_Pregnancy_Policy.pdf?target=cb704db2-bcb1-454d-9c31-4310226ce3b4

POLICY ON INCOMPLETES:

Please use the following link to access Mount St. Joseph University's policy on incompletes. <http://registrar.msje.edu/undergraduate-catalog/rights-policies/academic-policies/grades/>



DROP DATES FOR THE CURRENT SEMESTER:

Please use the following link to access information regarding drop dates for this semester.

https://mymount.msj.edu/ICS/MSJAcademics/Catalogs.inz?portlet=Semester_Policies

ATTENDANCE POLICY:

It is particularly important to attend all class meetings due to the accelerated format of graduate business courses. If you will miss one class meeting for an unavoidable reason, please contact the instructor as soon as possible in order to discuss alternative ways of meeting the learning outcomes that will be covered in the class meeting. If you will miss more than one class meeting for a particular course, please contact both the instructor and the Assistant Dean as soon as possible to discuss whether it is advisable to take the course this semester. Each unexcused absence will lower your final grade by one letter.

COURSE SCHEDULE

Date	Topics	Class Preparation & Assignments
Date Sept. 7	Framing Leadership Distinctions in Managing and Leading The Contemporary Landscape for Leading Complexity Leadership Theory	Hughes Chapter 1 & 4 Arena & Uhl-Bein article Via Character Strengths Assessment Reminder: Reflective Leadership Essay due September 15 th
Sept. 28	Self-Leadership Mindsets Values, Ethics, Attributes Classic Leadership Theories <ul style="list-style-type: none">• Trait Approach• Skills Approach• Behavioral Approach Contemporary Case Conversations	Dweck Hughes Chapters 5, 6 & 8 Facilitations: Northouse Chapter 2 Northouse Chapter 3 Northouse Chapter 4 Quiz: Hughes Chapters 1, 4, 5, 6 & 8 Any assigned articles in Blackboard
Oct. 19	Leading Others Developing for Growth Relational Leadership Classic Leadership Theories <ul style="list-style-type: none">• Situational Approach	Hughes Chapters 10 & 11 TKI Conflict Styles Assessment Northouse Chapter 5 Northouse Chapter 7 Northouse Chapter 8



	<ul style="list-style-type: none"> • Path-Goal • LMX <p>Contemporary Case Conversations</p>	Any assigned articles in Blackboard
Nov. 9	<p>Leading Functions/Organizations</p> <p>Adaptive Leadership</p> <p>Organizational Change</p> <p>Classic Leadership Theories</p> <ul style="list-style-type: none"> • Transformational • Authentic • Team <p>Contemporary Case Conversations</p>	<p>Hughes Chapters 12, 14 & 15</p> <p>Northouse Chapter 8 Northouse Chapter 9 Northouse Chapter 14</p> <p>Any assigned articles in Blackboard</p>
Dec. 7	<p>Honoring Dignity in Leadership</p> <p>Leader Mapping</p> <p>Course Wrap Up</p>	<p>Hicks – 10 Elements Discussion</p> <p>Leadership Integration Papers Due</p>